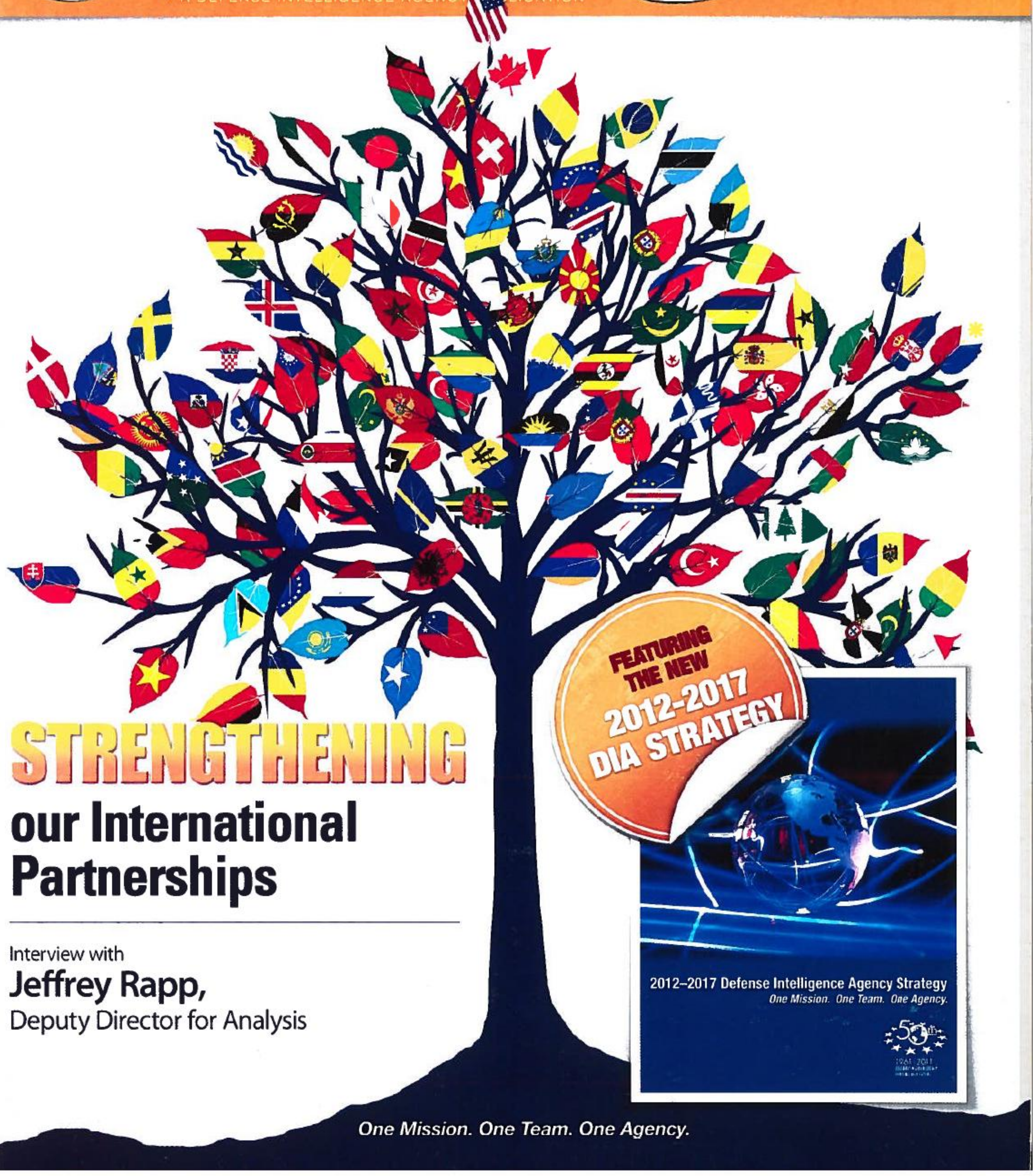
COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

JULY/AUG 2011



FEATURING THE NEW 2012-2017 DIA STRATEGY

STRENGTHENING our International Partnerships

Interview with

Jeffrey Rapp,

Deputy Director for Analysis

2012–2017 Defense Intelligence Agency Strategy

One Mission. One Team. One Agency.

One Mission. One Team. One Agency.

JULY/AUGUST 2011 • Volume 24/Number 3

COMMUNIQUÉ

A Defense Intelligence Agency Publication

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Year in the Life 2011 — July 8, 2011
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HEADLINES

A New Media Phenomenon Built on 'Transparency': WikiLeaks and the IRTF 2
By DX External Relations, DX2

A Year of Support to U.S. Cyber Command 4
By Bill A. Auger, CYBERCOM

DFE EUCOM Support to Operation Unified Protector 5
By the DIA Forward Element, EUCOM

EO Essay Contest Highlights DIA's Future, Diversity 6
By Al Stewart, CP

A Day in the Life of a DIA U.S. Army War College Student 8
By John J. Aclin, MC

Analysts Break the Language Barrier 9
By Edith E. Alexander and Peep L. Hughes, HC

Collecting the Memoirs of Two Egyptian Spymasters 11
By CDR Youssef Aboul-Enein, MSC, and Capt Basil Aboul-Enein, USAF

Post of the Month: U.S. Defense Attaché Office Kigali 14
By the Defense Counterintelligence and HUMINT Center, DX

Southwest Border Initiative: Partnering Among Academic Institutions 17
By Richard T. Owens, MC

One Mission. One Team. One Agency.

One Mission, One Team, One Agency and a New Way Ahead: DIA Introduces New 2012-2017 Strategy 18
By Christina A. Cawley, CP

EXECUTIVE VISION

Interview with Jeffrey Rapp, Deputy Director for Analysis 20
By the Communiqué Staff, CP

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STRENGTHENING our International Partnerships

Building Bridges: DIA's Operations Orientation Program 24
By LCDR Brandon G. Sellers, IE

The 100th Gathering 26
By MAJ Mark W. Rowell, HC, and CSITP Class 1-11

Location, Location, Location:
How EUCOM's JAC is capitalizing on international outreach to improve analytic insight and products 27
By Jeffrey K. Price, EUCOM

Fellows Program Develops Trust through Education and Engagement 29
By Robin A. Parker, MC

DIA's 50th ANNIVERSARY

The 2000s: Years of Transformation 31
By Dr. Janet A. McDonnell, DA

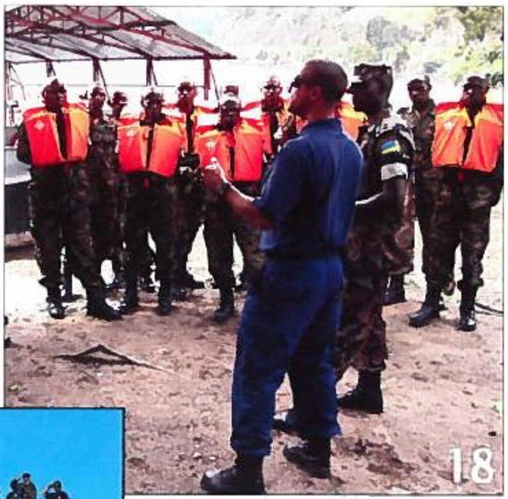
Pentagon, Sept. 11, 2001:
A First-Person Account 33
By Judi Demulling, DIA Alumni Association

PROFILES

Professional Profile: Charlie P. Murphy 36

SITES of DIA 39

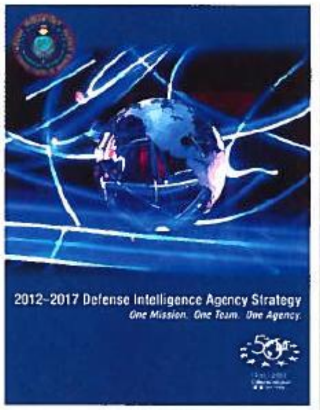
PHOTO OP 40



18

33

20



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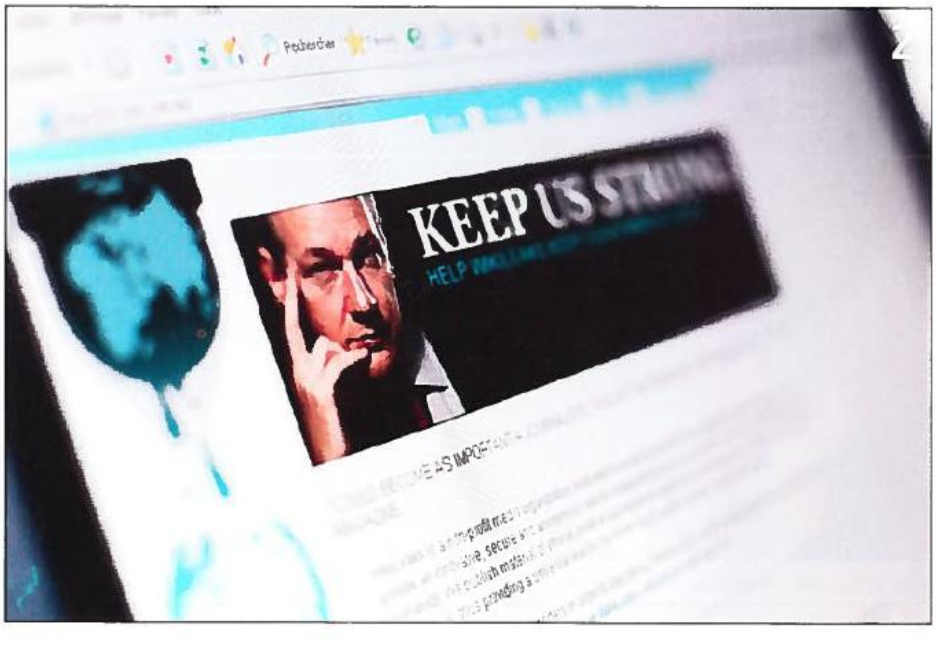


A New Media Phenomenon Built on 'TRANSPARENCY': WikiLeaks and the IRTF

By DX External Relations, DX

When the website WikiLeaks released thousands of classified documents, the president looked to the Information Review Task Force to conduct urgent, comprehensive damage assessments.

Every member of the U.S. intelligence, government or law enforcement communities has heard the name WikiLeaks at some point since last summer — and with good reason. An upstart whistleblower website known for its "transparency" ethos, WikiLeaks made itself a household name in 2010 when it obtained and released an array of American military and diplomatic secrets.

It is still too early to know with certainty what the impact on the world and the United States will be following months of WikiLeaks-driven disclosures, a good portion of which were classified up to the SECRET//NOFORN level. It will be up to historians, academics and media industry analysts to determine just how much has been altered, from government secrecy practices to how the news media obtains and interprets the most closely guarded, classified information owned by the U.S. government.

The Department of Defense (DOD) and a host of other Cabinet-level departments and government agencies had no time to contemplate or philosophize these issues when WikiLeaks first made front-page headlines last July. With this series of WikiLeaks' disclosures, there was a variety of immediately damaging consequences to be considered, and the government had to quickly spring into action.

Within three days of WikiLeaks' first blockbuster data dump, Thomas Ferguson of the office of the Under Secretary of Defense for Intelligence gave name to the Information Review Task Force (IRTF), an organization responsible for assessing the impact of the largest compromise of national security information in history.

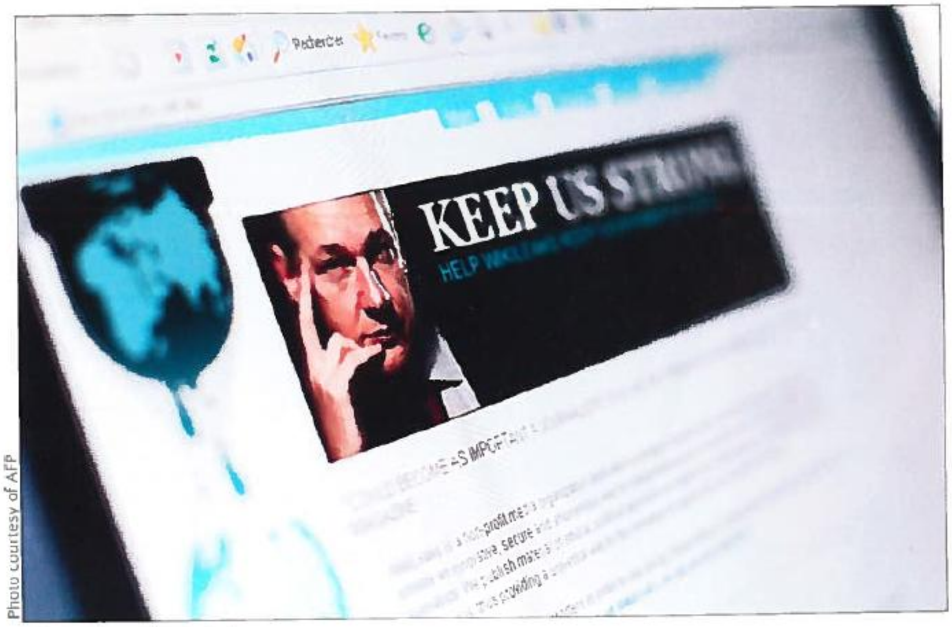


Photo courtesy of AFP

The WikiLeaks website.

Then-Secretary of Defense Robert Gates outlined the IRTF's analytical priorities: The task force would prioritize its effort on force protection implications, including protection of identified personnel and operational tactics, techniques and procedures; intelligence sources and methods; reference to civilian and military casualties; and information that may negatively impact coalition and bilateral relations.

The release of a substantial amount of classified material — the Afghan War Logs and helicopter footage — prompted Gates to move quickly at the end of July to determine exactly how much material was divulged to WikiLeaks and other organizations; whether that material was truly authentic U.S. government property; and what the consequences of these leaks might be for the U.S. and its allies.

DIA, through the Defense Counterintelligence and Human Intelligence Center (DX), responded to the Secretary's tasking and the multiagency, multidiscipline IRTF was established under the leadership of BG Robert Carr, director of DX.

In the following months, IRTF members pored over the Afghan War Logs and dove into subsequent disclosures of classified field reports from the Iraq theater in October. November brought an initial release of cables from a cache of more than 250,000 State Department diplomatic records dating back to 1966. Next, more than 760 detainee assessment briefs from the Guantanamo Bay detention center were released in April 2011.

Carr, day-to-day IRTF Chief Scott Liard and Task Force Deputy Chief John Kirchhofer assembled personnel

from all of the services, as well as manpower from combatant commands and key federal agencies for the massive undertaking.

The Afghan War Logs

On July 25, 2010, WikiLeaks, in conjunction with The New York Times, the Guardian in the United Kingdom, and Der Spiegel in Germany, released what was then considered to be the largest leak of military secrets in the history of the U.S. — a massive tranche of more than 76,000 classified field reports from the Afghanistan theater, dated 2003 to early 2010. These documents were dubbed the Afghan War Logs by WikiLeaks and the three news organizations.

The reports were cataloged by WikiLeaks and were available in unredacted form for the world to see on WikiLeaks.org, a website that is now defunct and replaced by a series of new, redundant mirror sites hosted around the world. The release of the Afghan War Logs followed the release of a heavily edited video titled "Collateral Murder" just weeks before.

This video depicted a 2007 incident on the streets of Baghdad and attracted significant international media attention. In the video, the crew of an Apache helicopter gunship is purportedly called in to engage hostile targets. In the process of this engagement, civilians on the ground, including two journalists with the Reuters news agency, lost their lives.

The raw version of the video was provided to WikiLeaks just weeks before the selectively edited and sensationalized WikiLeaks' version appeared online.

Collaboration, International Engagement and the Fulfilled Obligation of the Task Force

Following the release of the initial batch of classified records, the IRTF turned to the daunting task of forecasting what data sets were most likely compromised. The task force also began preparing the Defense Department and U.S. government for future releases to facilitate a whole-of-government approach to mitigation.

Within two days of establishment, IRTF members working multiple, round-the-clock shifts were feverishly downloading, sorting and reviewing thousands of documents, while responding to numerous requests for information from the national security staff and across the federal government.

Photo courtesy of AFP

Then-Secretary of Defense Robert Gates visiting Afghanistan.

IRTF personnel came from a wide variety of disciplines. There were technical specialists, analysts, collectors and staff personnel in the same workspace, teamed to efficiently and effectively review all records believed to be compromised and to identify significant reports that could negatively impact the U.S. and coalition partners.

Initially the team focused on the triage and review of the Afghan War Logs. The review was expedited by technical experts on staff who developed data management solutions leveraging U.S. Central Command's Combined Information Data Network Exchange, the database from which the material is believed to have been extracted.

The IRTF semi-automated its processes, saving more than 8,000 labor hours in the review of the Afghanistan data. The team employed lessons learned and similar methods for analysis of the Iraq data and State Department cables. To continue unity-of-effort and complete transparency, the IRTF maintained daily contact with interagency partners.

Overall Effect

The work of the IRTF is wrapping up for good, but DX will maintain an enduring database that can be used for future requirements and analysis. The DIA-led task force accomplishments are many, and they broke new ground not only for DOD but also for the U.S. government.

In the course of the last nine months, the IRTF completed line-by-line analyses and impact assessments of the unauthorized release of hundreds of thousands of classified U.S. government documents. The task force demonstrated sound analysis and tradecraft while reviewing each compromised record, serving as the hub of interagency collaboration across multiple DOD components, the intelligence community and other government agencies. The IRTF also directly supported the national counterintelligence executive as the government lead for assessing damage caused by the massive compromise.

In all instances, the IRTF effort was immediate and integral to informing the U.S. government, Congress and foreign leaders on implications for intelligence sources and methods, allied relationships and national security. The IRTF has paved the way for the beginning of a new, whole-of-government thought process for dealing with classified information, determining how individuals are approved for access to such information, improving the way intelligence sources are protected and improving how the U.S. government and military engage with foreign partners.

A Year of SUPPORT to U.S. Cyber Command

By Bill A. Auger, CYBERCOM

May marked the one year anniversary of the establishment of U.S. Cyber Command.

This spring marked the first anniversary of the establishment of U.S. Cyber Command (CYBERCOM), a sub-unified command to U.S. Strategic Command (STRATCOM) for cyberspace operations. The mission of CYBERCOM is to defend specified Department of Defense (DOD) information networks — primarily the global information grid (GIG) — and when directed, to conduct full-spectrum military cyberspace operations in order to enable actions in all domains, ensure U.S. and allied freedom of action in cyberspace and deny the same to our adversaries.

The creation of CYBERCOM was part of the national strategy to secure America's digital infrastructure. The command achieved initial operating capability May 21, 2010, by merging the staffs and assuming the responsibilities of the Joint Functional Component Command for Network Warfare and the Joint Task Force for Global Network Operations. With secretary of defense approval, the Army, Air Force, Navy and Marines each established components to the new command. These components are assigned to STRATCOM with operational control delegated to the commander of CYBERCOM.

In support of the command, DIA stood-up a DIA Forward Element (DFE). The appointed DFE chief serves as the DIA director's representative to the commander of CYBERCOM. The chief also advises the commander, the commander's staff and components on DIA's mission, roles and capabilities and represents DIA's defense-wide responsibilities to assist command leadership with the coordination, communication and representation of CYBERCOM issues or requirements. The DFE serves as the single point of contact to ensure command support requirements are appropriately addressed, and provides direct support to the Directorate for Intelligence (J2) in accomplishing mission requirements.

The first several months were definitely a busy time at the command, with simultaneous efforts to establish a Joint Intelligence Operations Center and transition the former Network Warfare and Global Network Operations personnel in the intelligence directorate to DIA employees by the time the command reached full operating capability in October 2010. These activities required a great deal of coordination between Human Capital, the Financial Executive, Information Management and Mission Services to support another mass transfer. Oct. 10, 2010, marked the successful completion of the final phase of command Directorate for Intelligence (J2) employees transitioning to DIA.

The DFE CYBERCOM office comprises Bill Auger, chief; Lawrence Cooper, deputy for operations; Lea Dozier, deputy for support; and Audlica Durrant, administrative management specialist. In addition to the four full-time staff, the DIA directorates have attached subject matter experts to the DFE to provide functional expertise in select areas, and they will remain as long as their function is necessary to support the command.

Additionally, there are two unique groups of analytical experts also forward: the Daily Cyber Update (DCU) team and the Analytic Support Element (ASE). The DCU team consists of five all-source analysts from the Directorate for Analysis' Office for Cyberthreat Analysis (DI/CTA). They produce an executive summary of cyber intelligence highlights reported by CYBERCOM from the Intelligence Community, DOD and open sources. The ASE currently has nine members volunteering from across analysis and collection offices in DIA. The agreement between DIA and CYBERCOM is that the appointed liaisons will provide direct intelligence support to the command in the planning, coordination and execution of computer network operations. These personnel are embedded within the J2 divisions they support and provide reach back to the home offices they are representing.

As the cyber mission continues to grow larger every day, the DFE at CYBERCOM stands ready to assist the DIA enterprise. For more information or to visit the command, please call the DFE's office at (301) 688-6722.

DFE EUCOM Support to Operation UNIFIED PROTECTOR

By the DIA Forward Element, EUCOM

A whole-of-government approach gave a unique opportunity to a Joint Intelligence Operation Center-Europe intelligence liaison during Operation Unified Protector in Libya.

Prior to moving to U.S. European Command (EUCOM) in Stuttgart, Germany, in late 2010, Christopher Case had many expectations for his new position as an intelligence liaison with the DIA Forward Element (DFE-EUCOM) — a unique job designed to support the geographically divided EUCOM intelligence operations. As part of EUCOM's whole-of-government approach seeking to support enduring stability and peace, Case anticipated working closely with the Joint Intelligence Operations Center Europe (JIOCEUR) in Stuttgart and the DFE-EUCOM representatives at other JIOCEUR locations in the Joint Analysis Center in Molesworth, U.K.; the Supreme Headquarters Allied Powers – Europe in Mons, Belgium; and Joint Forces Command in Naples, Italy (JFC-Naples). Case, however, did not anticipate directly supporting combat operations while assigned to the DFE-EUCOM. Real world events in Libya changed all that, and Case was soon forward deployed to JFC-Naples.

Reacting to crises in Libya, NATO was authorized under U.N. mandate to enforce an arms embargo and no-fly zone, as well as protect civilians and civilian-populated areas under threat of attack in Libya. This mission was termed Operation Unified Protector (OUP), headquartered at the NATO JFC-Naples and led by Canadian Air Force Lt. Gen. Charles Bouchard. The DFE-EUCOM representative to JFC-Naples, Gary Amoroso, found himself in need of additional help to support OUP, as there was little standing intelligence capacity in Naples. Based on his established relationships within EUCOM, intimate knowledge of the mission and proximity to Naples, Case was an easy choice to appoint to the mission.

Case quickly found himself at the forefront of the U.S. intelligence support to OUP, providing relevant, up-to-date and comprehensive intelligence support to the OUP NATO commander. Collaborating daily with analysts from NATO nations, he contributed to defining the current intelligence picture in support of combat operations in Libya. As part of these collaborative efforts, he utilized several DIA and other U.S. agency crisis cells to compile and brief intelligence to NATO senior leadership.

Case was chosen as Bouchard's daily intelligence briefer. In this capacity, Case gained valuable insights into Bouchard's intelligence needs and helped tailor the intelligence support provided to him. He established and oversaw the operation of the JFC Naples 24/7 watch for OUP and expertly balanced his efforts between developing the intelligence battle rhythm and sustaining current intelligence production requirements. On a daily basis, Case also reviewed DIA finished intelligence products and worked with foreign disclosure officers to get relevant reporting released to NATO partners, greatly assisting NATO intelligence analysis production.

While the NATO mission in Libya is still ongoing, DIA's support to OUP has been phenomenal to date. Working as a collaborative team, DIA has helped to identify, understand and fill the intelligence needs of U.S. and NATO senior leadership covering such an important mission: protecting innocent lives and allowing Libyans the freedom to decide the future of their country.

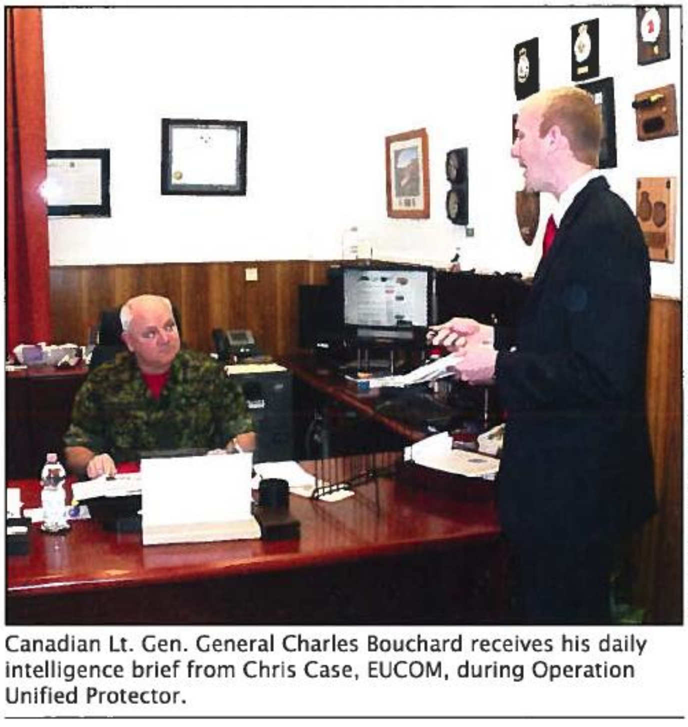


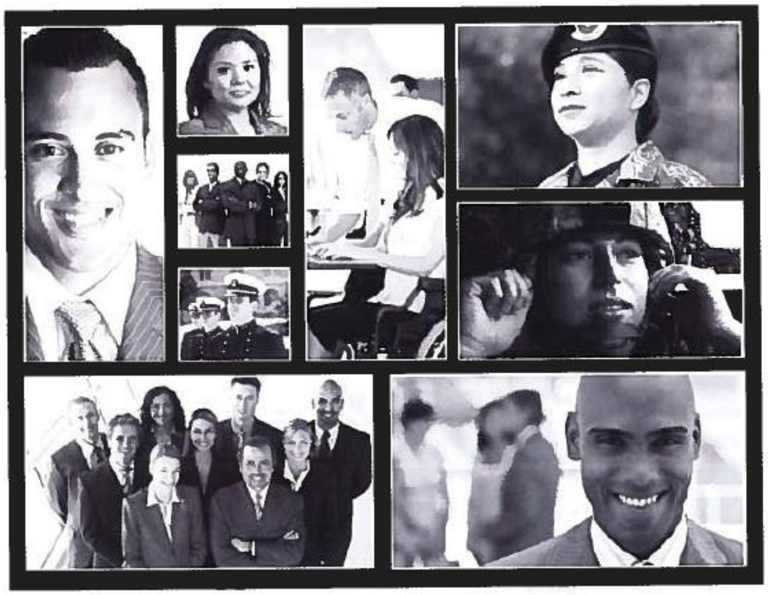
Photo courtesy of Christopher Case, EUCOM

Canadian Lt. Gen. General Charles Bouchard receives his daily intelligence brief from Chris Case, EUCOM, during Operation Unified Protector.

EO Essay Contest Highlights DIA's Future, Diversity

In conjunction with DIA's Diversity Day, the Equal Opportunity Office (EO) held an agency-wide essay contest. Titled "Diversity and DIA's Future," the essays focused on intelligence threats that DIA may face in the next 10, 20 or 50 years and presented ideas about how DIA can recruit and retain a diverse work force to meet those challenges.

The winner of the contest is Al Stewart in Congressional Affairs (CP-1). His winning essay is reprinted here.



DIVERSITY and DIA's Future

By Al Stewart, CP

Over the past 50 years, DIA has evolved into a highly credible national intelligence agency providing first-class support to national decision-makers, Office of the Secretary of Defense leadership, allies and combatant commands on multiple fronts. From its inception in 1961, DIA has risen to the challenge in response to national crises to include the Cuban Missile Crisis, Vietnam, Desert One, Lebanon, Granada, both Iraq wars and Afghanistan. It has become the premier provider of military intelligence and the focus center for the Global War on Terrorism since Sept. 11. Given its tremendous success and proven track record, DIA will be asked to provide even greater strategic intelligence with a quality and inclusive work force as we face a new world of challenges. DIA will be asked to lead on cyber analysis, military transformation and adaptations in the Middle East, a more focused reliance on space driven communications and proliferation.

DIA has grown from a few hundred dedicated professions to nearly 17,000 today, including the J2 sections of the combatant commands. Given the growing challenges presented by a global mission and the many varied contributions of military, civilian and contractor personnel, DIA must remain flexible in preparing for future challenges. DIA will need to look to expand its footprint in continental U.S. (CONUS) locations away from the Washington, D.C., metro area (WDCMA). This will include moving key operating units, analysis components and systems centers to locations such as Charlottesville, Va., Alabama, Colorado, Illinois, Washington, etc. This will provide a more secure operating base and robust back-up network of capabilities to protect against unforeseen attacks and intrusion. Not only is it prudent, but cheaper, as the operating cost away from WDCMA is substantially cheaper and efficient. This will also help prepare for other challenges as well.

The advances in technology have brought with it challenges to protect sensitive networks and sources. The global effort to connect the world and its citizens to the Internet has also opened up unintended vulnerabilities to theft, intrusion and manipulation of those same automated systems. Adversaries are using the same technology for their military advances and closing the sensitive technology advantages the United States has enjoyed for many years. DIA will have a critical role in monitoring and assessing impacts and capabilities of these actors and players on the international stage and face requirements to make timely, accurate and usable assessments on their impact. To succeed in this endeavor, DIA must employ a more technical savvy and more media conscious work force.

Not only has the introduction of the Internet revolutionized how we conduct intelligence, but social media has as well, to include Facebook, Twitter and iPhones. The world's youth have developed a faster, less complex and more direct language than at any time in history. This will only increase over the next 50 years as smaller communications systems come on the scene. It will not be uncommon in the next 25 to 50 years to have penny-sized communications transmit and receive devices that can be concealed in the human ear. This will make DIA and other IC member's jobs difficult, as attempting to predict the movement, intentions and orders of potential adversaries will be harder. This will require DIA to employ personnel from around the world that have direct access to different cultures, value sets and systems.

Photo by SSgt Schelli Jones, DA

Chief of Staff Sharon Houy presents Al Stewart, CP-1, with a certificate at the Diversity Day celebration April 27. As a part of the contest, Stewart won a 16-hour time-off award and use of Senior Enlisted Advisor CSM Mark Warner's parking space for one week.

DIA will need to understand religious and cultural differences unlike ever before. Africa will become a major player in the coming decades as terrorist groups spread to this region. With the discoveries of oil in Central and South America, a more robust understanding of cultural centers and languages will be critical. DIA must actively recruit multicultural staffs that possess language ability, technical skills and social networking capabilities in order to gain access to some of the world's more closed societies and nations. Deployments to areas of interest will become a must if DIA will stay ahead of the rapid advances in capabilities and acquisitions. The world is rapidly changing and the threats are increasing. DIA will have to change from a posture geared for Cold War adversaries to one that can handle smaller, regional and group versus nation-state actors.

In the near term, DIA must deal with fundamental changes in the Middle East and hire more Middle Eastern first-generation native speakers to fully grasp the cultures of this area that thirsts for democracy. It will require modifications to background investigations and faster times for adjudicating clearance requests from abroad. DIA must also increase its human intelligence focus and process requests at a more rapid rate. Lastly, it must use the services of allies that have long-standing interest in this region and build on the strengths and contributions of all its intelligence partners in arriving at its strategic assessments for the policymakers.

As population centers shift and long-standing leadership centers change, DIA must be prepared to deal with new allies and adversaries. Information transfer rates have greatly increased the need for DIA to provide advanced technical training for its analysts and collectors in order to ensure they have the proper understanding of the threat to America. DIA must rely more on open source information and connect dots in a new area of cooperation and influence. The work force must also reflect this necessity. Statistics show that in 15 years women will outnumber men with college degrees 55 percent to 45 percent; however, DIA's work force does not represent those numbers. Secondly, DIA must adapt and actively recruit a more diverse work force in order to prepare for the engagements required at overseas locations and to interpret data from culturally unique locations.

DIA should use technology opportunities to contact colleges, universities, secondary schools, etc., to allow students seeking higher education to learn the vast mission and opportunities afforded by DIA. Second, it should conduct more community open house events that display the possibilities that an intelligence career can offer young people. Not only young people, but business or other institutions have experts in various fields required for strategic analysts. Engineers and technicians have years of experience working with power components, nuclear reactors, banking systems, etc., which would be invaluable for new hires of DIA. There are also other minority and previously unused elements that would be of great value to DIA. Technology has drawn us closer; DIA must redevelop its outreach efforts to capture the best and the brightest of these divergent groups to make this transition smoother.

Finally, threats will increase as the world population continues to grow and others become more knowledgeable of the possibilities and potential of living in a free society. There will be those that will oppose those attempts as well, and DIA must maintain an active role in assessing military threats and preparing for these occurrences. A more diverse work force is essential in dealing with a more diverse world. DIA's next 50 years will be successful if it faces head-on the need to adjust to a more diverse, less centrally located and more technically focused work force to tackle the pending cyber, space and emerging population centers of the next 50 years.

A Day in the Life of a DIA U.S. Army WAR COLLEGE Student

By John J. Aclin, MC

Want to know what life at the Army War College is like for a DIA civilian? This article takes you step-by-step through the college in Carlisle, Pa.

It's a crisp autumn morning in Carlisle, Pa. You just drove one mile from your rented apartment to the gate at Carlisle Barracks, the second oldest post in the Army and the home of your destination — the U.S. Army War College. Your total commute is about 15 minutes, apartment to desk.

You pick up a cup of coffee and head to your seminar room. You take your assigned seat and look around at your fellow students. There are three combat arms officers — one infantry, one field artillery and one aviation. There is also a signal corps officer, a chemical engineer, a Judge Advocate General officer and a quartermaster. The seminar includes two Army Reserve officers and one from the National Guard. Each of the other services has one representative and students from the Netherlands, Colombia and Saudi Arabia bring an international perspective. And then there is you, the lone civilian and representative of the interagency process.

You first met your classmates at the faculty-hosted social in early August and learned that you would be with this group for the first four core courses until the end of November. This seminar is simultaneously your administrative headquarters, social unit and study group. Three faculty members, one from each of the main academic departments, are assigned to your seminar and teach the various courses. These three academics reflect the diversity of the college: a retired infantry colonel with a doctorate in history, an active duty Air Force colonel and a civilian who has never served in the military, but has authored books and articles on strategy and international relations. Although each of these individuals is an expert, the college emphasizes student discussion as the primary learning method. Each night you'll read about 50 pages in preparation for the next day's discussions; the readings will vary from classic books by authors such as Thucydides and Clausewitz, to current articles discussing national security policy.

The core courses mirror the mission of the college laid out by Elihu Root more than 100 years ago — national defense strategy, military art and leadership. These courses fill your calendar from 8:30 to 11:30 a.m., five days a week. Your curriculum of core courses starts with strategic thinking, which helps you examine different ways to look at problems and develop solutions. As an intelligence analyst, some come naturally to you — such as systems thinking — but others are new concepts. Then you move on to the Theory of War and Strategy course, where you study classic strategic theorists and current theories of war and statecraft. The Strategic Leadership class examines what it takes to be a leader. The National Security Policy and Strategy course seems more familiar to you because it deals with how the United States develops policy and the strategic context, both international and domestic, within which the policy must work. Later, you will take Theater Strategy and Campaigning, which covers the doctrine used to turn strategic theory into actionable plans. Finally, the Joint Processes and Land Power Development course will delve into the mysteries of Department of Defense force planning, budgeting and acquisition processes. Each course requires at least one written paper, and you have to complete a strategic research project on a topic of your choice by March.

In addition to seminar discussion, guest lecturers periodically address topics that relate to the courses or broader defense and Army goals. In November you will spend four days in New York City visiting U.N. delegations and city or state agencies to examine the context in which the national security policy apparatus must work and glean insight from strategic leaders of government and corporate America.

Once the core courses end in late February, you will participate in a two-week strategic decision-making exercise, where you simulate the activities of the interagency process and combatant commands in dealing with national

> "Not to promote war but to preserve peace by intelligent and adequate preparation to repel aggression … To study and confer on the great problems of national defense, military science, and responsible command."
>
> — *Elihu Root, secretary of war and Army War College founder, 1903*

security challenges around the world. Then the elective period begins with five courses that you selected, one of which is a regional topic, and your class will travel to Washington for three days to visit the State Department, Capitol Hill and various executive branch agencies.

The seminar is not all work and no play. You participate in the "boatyard wars" where you have to build a cardboard canoe and have two classmates paddle it the length of a swimming pool. Unfortunately, your seminar builds a submersible canoe, but you have fun getting to know the members of your seminar better anyway. Other social activities keep your calendar full, and since Carlisle is less than 150 miles from the D.C. area, you've been home almost every weekend.

The Army War College places particular emphasis on attending to the "whole person," addressing not just the mental development of a leader, but the physical, social, emotional and spiritual aspects as well. Those with physical ailments have time to heal or give nagging injuries some attention. The Army Physical Fitness Research Institute on Carlisle Barracks gives you a full health screening, including a stress test and hyperbaric body fat measurement in September, prompting you to eat more salads and get over to the gym more regularly. You also take part in the Leadership Feedback Program at the institute, which provides you with an assessment of your leadership and personality traits. You don't get the results immediately, but are looking forward to getting ideas on how you can be a more effective leader.

June and graduation arrive sooner than you can imagine. You know the Career Assignment Reintegration Board will meet in early March to determine your next DIA assignment. While you don't know exactly where you will end up, you are confident the time spent thinking about major international issues and how to address them will help better equip you wherever you go. You will have a broader perspective, a deeper appreciation of the roles and capabilities of the military and especially of the U.S. Army, and greatly expanded professional and personal contacts to take into the next phase of your career. Although you've logged several late nights already, this really is shaping up to be one of the best years of your life.

Analysts Break the Language BARRIER

By Edith E. Alexander and Peep L. Hughes, HC

Short-term, intense language training is giving some analysts extra insight.

"Getting to know you, getting to know all about you" brings to mind the Rodgers and Hammerstein musical "The King and I." The lyrics could also be considered an innocuous view of intelligence tradecraft. Knowing all about the culture, language and values of our international partners, friends and adversaries can provide considerable decision advantage to our policymakers, defense planners, foreign area officers and analysts. It's also a means by which a military attaché can establish personal relationships. Speaking the language serves as an important entrée into the society in which they're living. Analysts also derive benefits from knowing the language of their area of responsibility, especially when working with open-source material where the language itself enables comprehension beyond translation. A well-known example from the Bible illustrates this language quality: To know someone (in Hebrew) is substantively different from knowing some thing, yet both are translated into English as "to know."

With this in mind, analysts depend on sensitive translations of foreign language documents to accurately assess the content. When an analyst can read and understand the original source, they have a better ability to derive additional meaning and provide clues to the intent, insinuations, attitude and more. It is with professional development in mind that James Noone, chief of the Office for the Middle East and North Africa (MNA) in the Directorate for Analysis (DI), contacted the Directorate for Human Capital's Foreign Language and Regional Expertise Division (HC/HCL-3) in search of Arabic training. This kind of top-down management-supported effort was quickly followed by an HCL-3 partnership with the Defense Language Institute Foreign Language Center (DLIFLC).

Photo by Edith E. Alexander, HC

Thomas Haines, DIA senior language authority, addresses pilot students.

A pilot Arabic class for analysts was launched in early October 2010, beginning with the identification

MEASURING LANGUAGE SKILLS

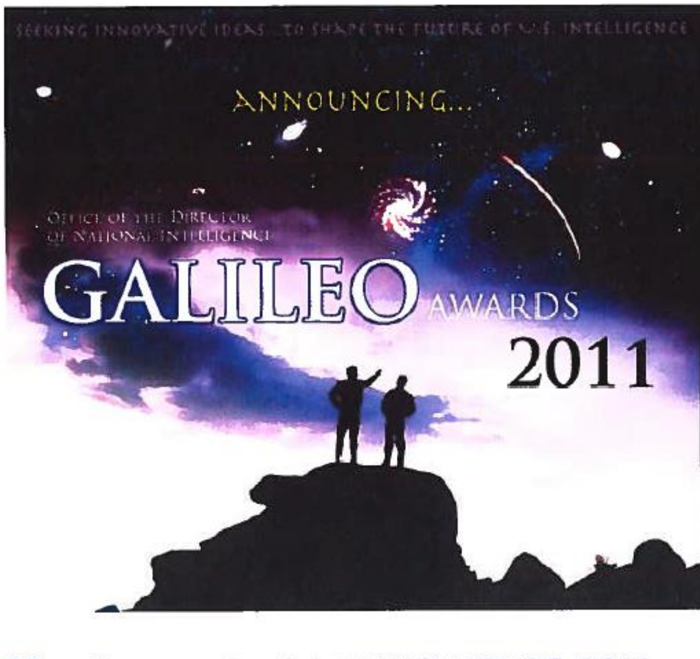
Proficiency in listening, reading and speaking a foreign language is measured through the specific Defense Language Proficiency Test (DLPT) created by DLIFLC for each language skill and the Oral Proficiency Interview. Individual proficiency is rated on a level from 1to 5, as defined by the Interagency Language Roundtable (ILR), and can result in foreign language proficiency pay for those scoring 2 or better in the foreign language. DIA supports sustainment and enhancement of foreign language capabilities by providing licenses and access to a wide spectrum of self-study language programs through the Internet, disks and tapes or classroom instruction at the DLIFLC, the Department of State's Foreign Officers Institute or commercial vendors. The reward for those who master and maintain proficiency in a second language, as validated by annual testing, is added Foreign Language Proficiency Pay to their paycheck.

of qualified participants. Acquiring a new language is a lengthy process, so the greatest educational impact was with participants who already had some Arabic training or in-country experience in Arabic-speaking countries. In support of the DI mission, the objective of the three-week course was to improve general language proficiency with an emphasis on reading and military-related vocabulary. Topics would be directed toward DI participants who tested at an ILR rating of at least 1+ in two of the three language-skill areas.

Choosing students was a joint effort between MNA leadership, HCL-3 and DLIFLC, and it was coordinated with the instructor, Dr. Rashad Wanis. Wanis needed precise information about students' proficiency levels in listening, reading and speaking so he could come prepared with the right classroom materials. Lesson planning can be quite difficult for level 1+, since proficiency falls between beginner and intermediate levels. Wanis has considerable experience teaching various levels, however, and was well-supplied with lesson plans on topics ranging from President Obama's speeches on foreign policy to debates on global warming. Greeting the students on their first day was Thomas Haines, senior language authority at DIA, who expressed admiration for those about to undertake the challenge in this compressed, intensive study.

At the completion of their course, all the students reported having greater confidence in their language skills and felt that Wanis showed excellent instructional skills in covering a wide range of material in a short period of time. They enjoyed his teaching style and the variety of activities incorporated into the lessons so much that they proposed continuing the course on a quarterly basis.

Noone's initiative to ensure that MNA analysts have as many available tools as possible is laudable. Although such a brief training window precludes significant changes in ILR ratings, each sustainment and enhancement opportunity reinforces and strengthens language capabilities. HCL-3 is looking forward to providing this service more widely throughout the DIA enterprise as more people understand the value of learning the language of the people we're analyzing.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Collecting the Memoirs of Two Egyptian Spymasters

Intelligence Perspectives of the Presidencies of Gamal Abdel-Nasser and Anwar Sadat

By CDR Youssef Aboul-Enein, MSC, and Capt Basil Aboul-Enein, USAF

With tectonic changes occurring in the Middle East, it is vital that we immerse ourselves in Arabic works of military and political significance. This essay will cover two men who lead Egypt's national intelligence apparatus, better known as the General Intelligence Service (EGIS or GIS). As Hosni Mubarak struggled to keep his hold on power in 2011, he reached for and named EGIS Director Omar Suleiman to become his vice president, a testament to the influence this organization holds in Egyptian political life considering since it was founded less than six decades ago by Salah Nasr. EGIS is the equivalent of the CIA in Egypt. The equivalent of DIA in Egypt is the Directorate for Military Intelligence (DMI), and many EGIS directors have risen from the ranks of DMI.

Gary Greco, Chief
Office of Intelligence Operations, Joint Intelligence Task Force for Combating Terrorism (JITF-CT)

Egypt's Third Director of General Intelligence Service Amin Howeidy

Amin Howeidy became the third director of the Egyptian General Intelligence Service (EGIS) in 1967 and maintained his post until May 1971 when he was implicated in a plot to overthrow then-President Anwar Sadat. His memoir about his time with Egypt's second president, Gamal Abdel-Nasser, is entitled "Ma'a Nasser" (With Nasser) and was released in 1985, with a third printing by 1991. In 1999 Dr. Muhammad Gawady incorporated his memoirs with additional comments and interviews with Howeidy as part of his single large volume collection of Egypt's national security leaders, entitled "Al-Amn Al-Qawmy Al-Misry: Muzakiraat Qaada Al-Mukhabarat wal Mabahith" (Egypt's National Security: The Memoirs of Intelligence and Investigative Chiefs). Gawady's large volume is a staple of any Arab studying political, military and national security issues of modern Egypt.

Howeidy assumed directorship of EGIS, Egypt's equivalent of the CIA, in the aftermath of the June 1967 Six-Day War when his predecessor Salah Nasr was relieved of his duties and tried by Nasser. Howeidy took over EGIS in the wake of massive political purges conducted to expunge the shame of the Six-Day War; Nasr would be imprisoned from 1967 to 1973. Howeidy himself would be imprisoned for a conspiracy to overthrow the late Anwar Sadat.

As the United States military undertakes a new phase in engaging the Middle East, a collection of review essays highlighting major memoirs and works written by Arab generals, intelligence officials and interior security leaders will be published in the Communiqué. Just as our predecessors studied Russian to understand Soviet tactics and strategy, today's conflict demands an understanding of significant works published in Arabic.

Howeidy as Acting Defense Minister

Howeidy would be acting defense minister from August 1967 to January 1968. In the aftermath of the Six-Day War in June 1967, Howeidy talks with admiration and approval of the ascendancy of General Abdel-Moneim Riad (of the air defense arm) to Armed Forces chief of staff and General Madkoor Aboul-Eez as Air Force chief of staff, indicating that airspace dominance over Egypt would take priority over army divisions, which were useless if the skies were unprotected. The Egyptian General Staff would always retain a healthy respect for airpower and anti-air defense systems, but they would never fully realize Riad's vision of investing in Egypt's total air defense before investing in other services.

The Demise of Defense Minister Abdel-Hakim Amer

Nasser considered Defense Minister Abdel-Hakim Amer one of his closest confidants and some even argue heir apparent, naming each other's sons after one another. Yet Nasser was completely blinded by Amer's lack of military abilities, which showed itself in the 1956 Suez War. Amer also destroyed the union between Egypt and Syria that lasted less than two years due to his heavy-handed treatment of Syrian officers. After the 1967 War, Nasser was at a loss on what to do with his defense minister, and Howeidy recounts the problems that arose between Nasser and Amer:

- Military officers, military police, special guards and armored cars congregating at Amer's residence in Giza and calling for him to return to lead Egypt out of its abyss.
- More than 300 peasants and clan leaders of Amer traveled from the Nile delta hamlet of El-Minia toward Cairo.

Amin Howeidy

Ahmed Kamel

- The majority of Egypt's Army was sympathetic to Amer.

As this showdown was evolving, General Ahmed Fawzy managed to retreat thousands of troops from the Sinai Peninsula and prepare a defensive line on the west bank of the Suez Canal. Fawzy and the soon-to-be chief of staff Riad had to immediately address the:

- restoration of Egypt's armed forces, which were in retreat, panic and chaos;
- withdrawal and recall of 50,000 troops mired in the Yemen War (1962-1967); and
- Arab street outrage and the management of offers of support from Arab countries and the Soviet Union.

Precious hours and days passed by dealing with Amer, who refused to leave his post. The perception began to spread that if Amer had to go, then Nasser had to go as well. It is not clear when Nasser decided to go public with his famous speech offering his resignation, but when the public rejected this offer, Amer had few options and allegedly committed suicide. Because of a lack of transparency in the Egyptian cabinet that was worse under Nasser, rumors persisted surrounding his death, and Howeidy claimed that his predecessor Salah Nasr left Amer with a poisonous vial and urged him to take the honorable way out.

Was Amer planning a coup? Howeidy believed so. As EGIS director, Howeidy had access to people and archives and claimed that his predecessor and those cabinet officers and members of the military planned a coup.

Howeidy claimed that Salah Nasr, his predecessor, withdrew E£60,000 ($250,000); arranged for 5,000 gold pounds (equivalent to British gold sovereigns) found in an EGIS location after Nasr was jailed; and developed and secreted weapons caches all over Cairo.

Final Thoughts on Howeidy's Memoirs

The chapter on Howeidy in Gawady's book is not very extensive. The primary issue he discusses in the pages devoted to his tenure as EGIS director from August 1967 to April 1970 are:

- his unenviable task of attempting to account for money taken by Nasr.
- reducing the EGIS so-called "Dirty-Tricks Division" that specialized in forgery, special accounts for covert operations and the manufacture of poison; and
- the importance of offering Nasser back-channel communications between EGIS and the U.S. director of central intelligence. This back channel would be Egypt's prime method of communicating with the United States after the 1967 Six-Day War. According to Howeidy, the U.S. desired an unofficial channel of communications in 1967, but it was not started until June 1969. Howeidy discusses the hope of reopening the Suez Canal as the leverage exerted on the United States to persuade Israel to withdraw.

While he is not as open about Egyptian intelligence as his predecessor Nasr, the problem with Howeidy is the political gains he has in discrediting and distancing himself from his predecessor, who would be sentenced to a 40 year prison term for being a conspirator in a coup to overthrow Nasser. What is interesting is Howeidy himself would be implicated in a 1971 conspiracy to overthrow Sadat, and it is unclear how he must have felt when his predecessor, Nasr, was languishing in prison at the time. Howeidy, however, offers an interesting glimpse into the inner-workings of Egyptian strategic thinking and management of the nation's security in the aftermath of the country's worst military defeat.

Fourth Director of General Intelligence Service Ahmed Kamel

Ahmed Kamel is another army officer who would rise and take over the EGIS from Howeidy in late 1971. His memoir has little to do with Egyptian intelligence and focuses instead on coups and countercoups within the Egyptian Republic. Kamel was obsessed with maintaining civilian oversight of the military and discusses the 1952 politicization and division of the Egyptian Armed Forces as a result of the coup undertaken by military officers. In the 24 months after the July 1952 Revolution, Egypt would see:

- the 1953 Artillery Officers Coup, in which arguments centered on the Revolutionary Command Council (RCC) transitioning Egypt into a multiparty democracy;
- the 1954 Cavalry Officers Coup, that was put down using the Egyptian Air Force, brutally suppressed in comparison to the Artillery Officers Coup; and
- the March 1954 Muslim Brotherhood Coup that took advantage of Nasser marginalizing Egypt's first leader Muhammad Neguib and backed Neguib in an attempt to bring a moral Islamic state in Egypt. The coup led to the dismissal of Neguib and the ascendancy of Prime Minister Nasser, who was the effective brains and organizer of the Free Officer Movement.

Kamel reflects on Amer saying that his biggest failure was that, although he was popular and charismatic, he was an abysmal strategist and needed someone like General Ahmed Fawzy to tactically and operationally organize him and the armed forces. The practice and sharpening of military arts in Egypt were in decline, and Amer would've made a good civilian defense minister but not in uniform.

Kamel Managing College Riots as Governor of Alexandria Province

The 1967 Six-Day War did not end with concerns about the split within the Egyptian military between loyalists of the discredited Amer and those senior officers rallying around Nasser to manage the crisis. The trauma finally hit the streets of Egypt's major cities in 1968. Kamel discusses the management of this crisis in his capacity as governor of Alexandria province. He calls Ali Sabry, the head of the Arab Socialist Union and second most powerful man in Egypt, and elicits his help in controlling the student riots that began in Alexandria and were spreading in Cairo. They discuss examples from the monarchy of King Farouk, in which Prime Minister Ahmed Maher went to college campuses without guards to confront students calling for his resignation. He urged Sabry to do the same after the fall of Amer. Kamel expresses deep concerns for defusing the crisis quietly before Interior Minister Sharawy Gomaa had to send in the police forces. In the end, riot police and helicopters were used as a show of force to end the crisis in college campuses in Alexandria and Egypt, but not before a few students were killed.

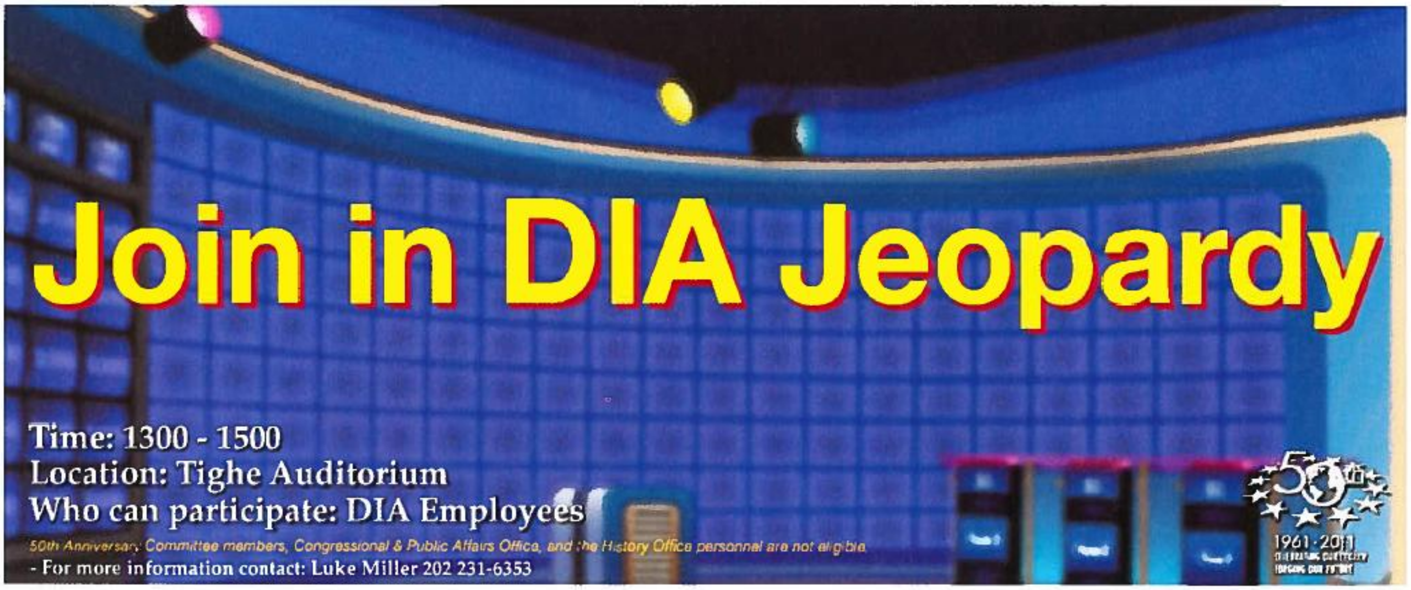
Final Thoughts on Kamel

Kamel spends a good portion of his memoirs discussing the May 1971 Ali Sabry Affair that if successful could have removed Sadat from power. This particular coup broke the two-decade monopoly of Nasserist parties on Egypt's politics and introduced multiparty politics into the Egyptian Republic for the first time since Nasser banned political parties in 1954. Kamel sadly does not discuss the unconstructive role Sadat played in releasing Islamists from jail as a counterweight to Nasserists, communists and Arab Socialists bent on his removal. Letting violent members of the Muslim Brotherhood out of prison would be criticized by former GID (equivalent to the FBI) Director Fuad Alam, and Sadat would go further by amending the Egyptian constitution making Islam "the" source of legislation not "a" source of legislation. It would allow the Muslim Brotherhood more power and influence on the judiciary. Kamel, despite being the first director of EGIS under Sadat, talks very little about his role in Egypt's national intelligence.

Conclusion

These memoirs offer valuable insights into internal and external security decision-making under two Egyptian President's, Nasser and Sadat. We must begin to translate, assess and debate these works in America's war colleges to begin to orient future military leaders toward strategic rationalization of Arab policymakers. Gawady is required reading for any Egyptian student of strategy and policy, at minimum understanding these works will help us comprehend an important ally in the region.

Editor's Note: CDR Youssef Aboul-Enein is a subject matter expert on violent Islamist ideology in JITF-CT. He is the author of "Militant Islamist Ideology: Understanding the Global Threat," published by Naval Institute Press in 2010. Aboul-Enein's younger brother, Capt Basil Aboul-Enein, is an Air Force biomedical service officer stationed in Columbus, Miss. He has been published in Infantry and the Air and Space Power Journal. Both brothers share a passion for Middle East political and military history. They wish to thank the John T. Hughes Library in Washington, D.C., and Harvard University's Widener Library for making Gawady's volume available for review and study.



Time: 1300 - 1500
Location: Tighe Auditorium
Who can participate: DIA Employees
50th Anniversary Committee members, Congressional & Public Affairs Office, and the History Office personnel are not eligible
- For more information contact: Luke Miller 202 231-6353

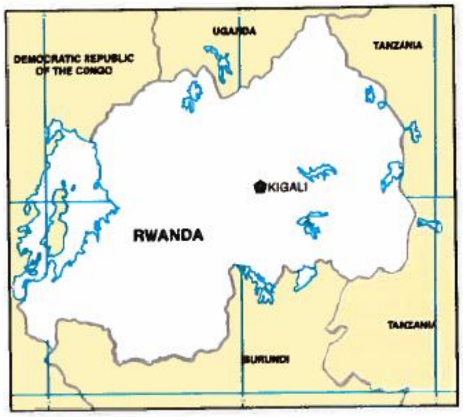
ROUND 1: JULY 6 **ROUND 2: JULY 19** **ROUND 3: AUGUST 3** **FINAL JEOPARDY: AUGUST 17**

Post of the Month:
U.S. Defense Attaché Office KIGALI

By the Defense Counterintelligence and HUMINT Center, DX

Post Highlights

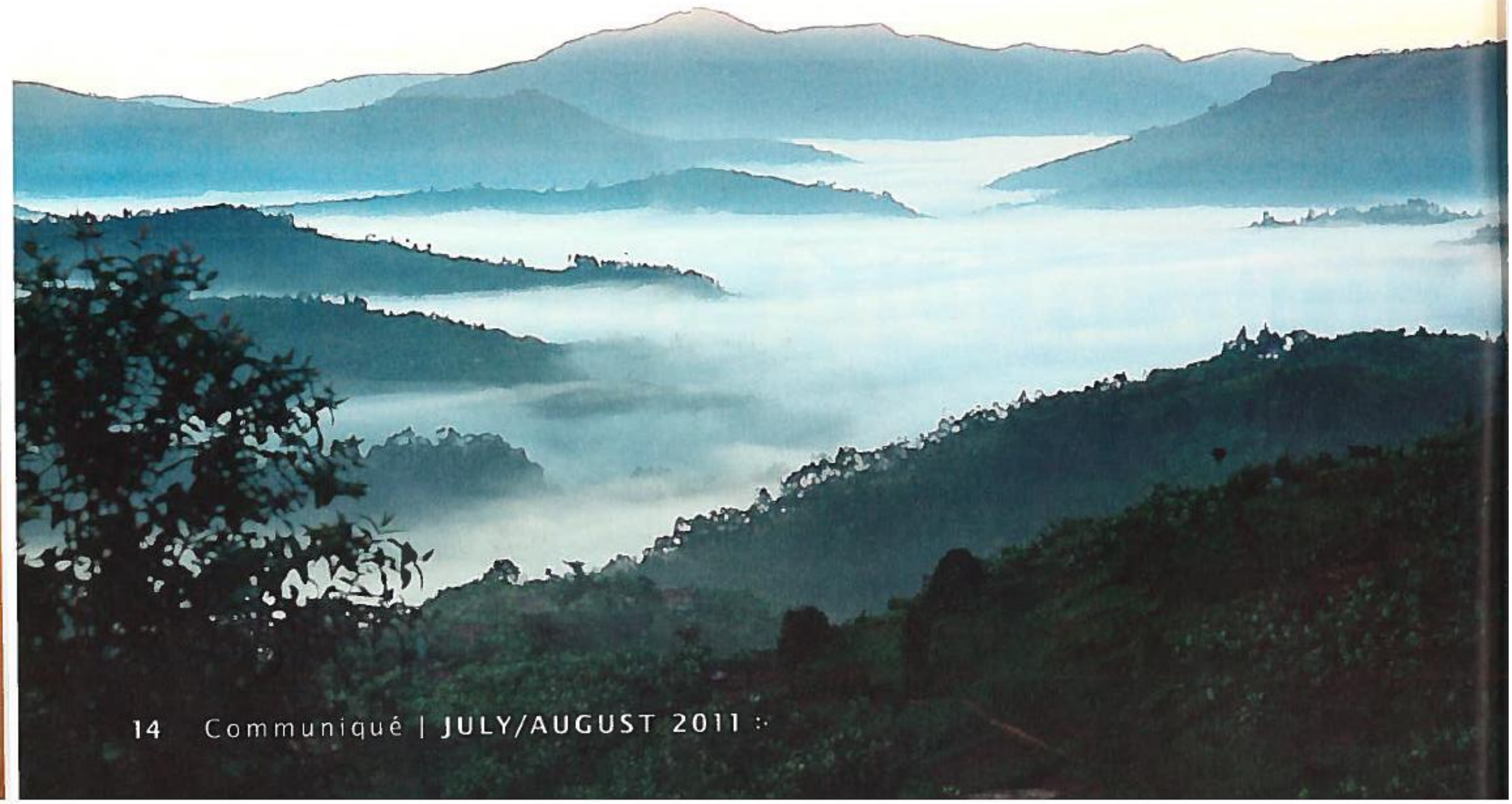
Rwanda, known as the "Land of a Thousand Hills," is located along the Great Rift Valley in the mountains of eastern and central Africa. Slightly smaller than the state of Maryland, Rwanda is home to the mountain gorilla, one of the two most endangered apes in the world. There are approximately 655 mountain gorillas alive today, and all of them can be found in two small protected forest patches in northwest Rwanda, southwest Uganda and eastern Democratic Republic of Congo. In 1997 the International Gorilla Conservation Program was established with the help of several nongovernmental organizations and, to date, has significantly contributed to protecting the species. Each year thousands of tourists flock to the Virunga Volcano region and enjoy a trek up one of the seven volcanoes to get a glimpse of this wild beauty. Rwanda is also known for its handcrafted baskets which are made in a variety of sizes, colors and graphic patterns woven into the sides. Wood carvers can be spotted in Gisenyi, Butare and Kibuye making beautiful statues and other unique curios. Other tourist attractions include Akagera National Game Park and Nyungwe Forest, home to the famous golden monkeys and chimpanzees.



Since the genocide, Rwanda has made great progress in areas such as infrastructure, education, health care, information technology and tourism.

Rwandans have done exceptionally well recruiting business investors to the country. In 2007 the country was selected as the best exhibit among African countries at the International Tradeshow for Business, the world's largest forum for establishing new customer contacts and conducting business. A seven-year participant, Rwanda benefitted from the fair by concluding business deals resulting from the exposure of some 10,923 exhibiting companies from 184 countries and territories across the globe.

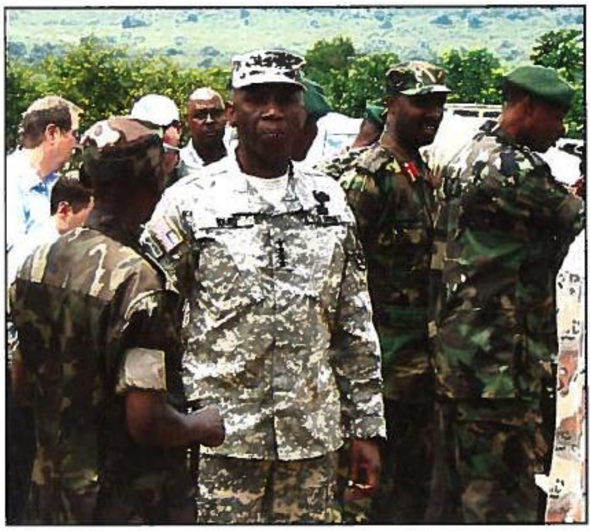
Another area of vast improvement has been in the agricultural sector. Coffee and tea play a considerable role in the economic development of the country. Rwandan specialty coffee is winning international competitions and demands high prices. Their coffee is sought out by Starbucks, Green Mountain Coffee, Intelligentsia and some of the trendiest coffee shops from New York to California. Rwanda's national coffee strategy has contributed to putting Rwanda



on the global coffee industry map. Tea is also grown for export and is equally as popular as coffee. The revenues brought in by coffee and tea exports have yielded great benefits to some of the country's poorest rural areas, while at the same time helped to create jobs and boost small farm production. Rwanda continues to thrive with new business infrastructure projects, improving roads, building schools and hospitals, and laying more than 2,000 kilometers of fiber optic cable around the country to connect all major Rwandan towns and villages to the Internet. A new international airport is in the works and is estimated to be complete by 2015, at the same time as the East Africa Community (EAC) railway. The railway project will cover all five EAC countries: Rwanda, Burundi, Uganda, Kenya and Tanzania. Rwanda is well on its way to soon becoming a major industrial hub in the Great Lakes region of Africa.

Host Nation History

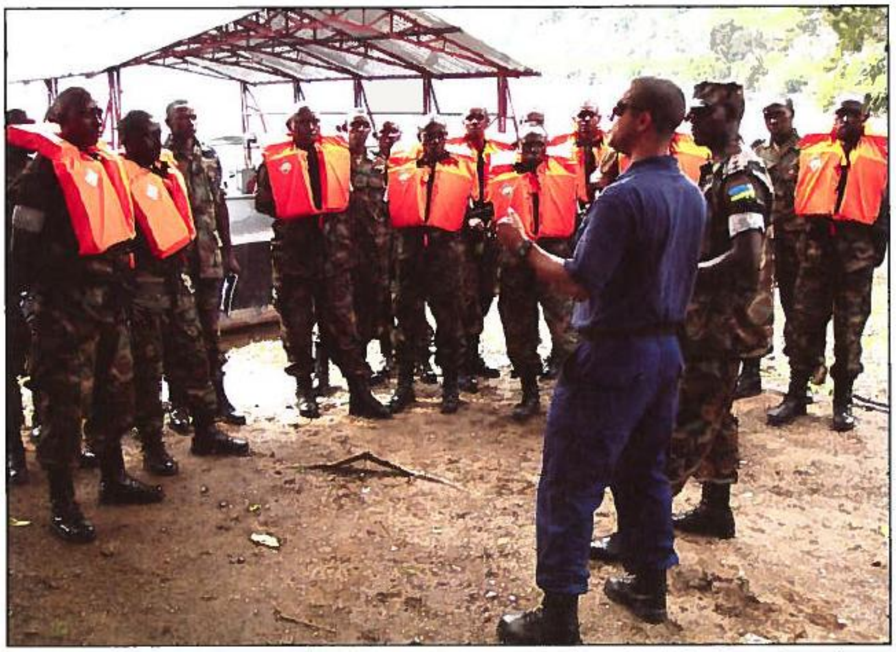
The Republic of Rwanda was granted full independence July 1, 1962. Gregoire Kayibanda, then-leader of the Parmehutu Party, became Rwanda's first elected president, leading a government chosen from the National Party. The military, led by Major Gen. Juvenal Habyarimana, took power in 1973 and the National Assembly and Parmehutu parties were dissolved. The National Revolutionary Movement for Development was formed in 1975, and in 1978 Habyarimana was elected president with subsequent reelections in 1983 and 1988. Habyarimana announced his intention to transform Rwanda's one-party state into a multiparty democracy in 1990. During that period, Rwandan exiles banded together to form the Rwanda Patriotic Front (RPF) and invaded Rwanda from their base in Uganda. The war dragged on for two years until a cease fire accord was signed in 1992. In April 1994 President Habyarimana's plane was shot down, thus creating mayhem and disorder around the country and, ultimately, genocide. Approximately 800,000 helpless civilians were victims of the atrocity. The RPF eventually took control of the country and ended the war. They organized a coalition government and adopted a new constitution. Also established was an 80-seat Chamber of Deputies and a 26-seat Senate, whose members serve five- and eight-year terms, respectively. In 2010 the leader of the RPF, Paul Kagame, was elected president for a term of seven years.


Photos by Rosie Muniz, USDAO Kigali

GEN William Ward, then-commander of AFRICOM, attended a weapons live-fire demonstration by Rwanda Defense Force soldiers at the Gabiro Military School of Infantry in Gabiro, Rwanda, in April 2009.

Operational Highlights

U.S. Defense Attaché Office (DAO) Kigali maintains a solid and cooperative relationship with the government of Rwanda and the Rwanda Defense Force/ Rwanda Air Force (RDF/RAF). Defense Attaché (DATT) MAJ Christopher Hurlburt continues to work with U.S. Africa Command (AFRICOM) to expand the counternarcotics and counterterrorism program, among others. Efforts by the DATT and Defense Liaison Officer James Ogle help to prepare and aid the RDF in the development of Marine bases in Gisenyi and Kibuye. The DAO continues to provide assistance to RDF


An RDF marine unit receives boat operations training from the U.S. Coast Guard during a military-to-military event in June 2009. RDF Marines are responsible for border security along Lake Kivu and the Democratic of the Congo.

Marines and police units to patrol Rwanda's borders. The assistance is vital in the security of methane gas energy platforms located on Lake Kivu.

The Africa Contingency Operations Training Assistance program remains one of the most successful endeavors for Rwanda's military. The training includes soldier skills and combat training, convoy operations, and cordon and search methods and techniques. Thanks to the instructors and mentors, the RDF is the model military force of the African continent. They continue to demonstrate their outstanding skills and discipline in support of United Nations Africa Mission in Darfur. In April 2009, GEN William Ward, then-commander of AFRICOM, visited Rwanda and gave high praise to the program. In October 2009, MG William Garrett, then-commanding general of U.S. Army Africa, visited Rwanda and reiterated Ward's praise. To date, 27 battalions have completed the nine weeks of the training.

The DAO is responsible for coordinating all of the security cooperation events in Rwanda. With the assistance of Security Cooperation Officer LT Joshua Burch, many military-to-military events are conducted between the RDF and U.S. Navy, Marine, Coast Guard, Air Force and Army personnel on medical issues; air traffic and border control; and intelligence, communications and disaster management.

The DAO also continues to support the International Military and Education program. DAO Security Cooperation Manager Tony Kayitare helped 14 selected candidates attend various courses in the U.S., six candidates enroll in the Africa Center for Strategic Studies' military leadership courses and two candidates attend counterterrorism/force protection courses. In 2009 Ivan Kagame, son of President Paul Kagame, was selected to attend West Point Military Academy.

Photo by Jonathan Platt, SFC, USA

RDF soldiers board a U.S. Air Force C-17 aircraft for deployment to Darfur in support of the United Nations Africa Mission in Darfur.

Location: Kigali, Rwanda

Population: 11.5 million

Language: Kinyarwanda (official) universal Bantu vernacular, French (official), English (official), and Kiswahili (Swahili) used in commercial centers.

Basic Greeting: Muraho — Hello

The Department of Defense's Presidential Emergency Fund for AIDS Relief program continues to excel. The DAO has received accolades from the international community, thanks to the dedication of the program's coordinator Eugene Zimulinda. He helped get more than 1,000 surveys completed by RDF soldiers, which were used as part of a study to develop statistical data on soldiers and their behavior to better target HIV/AIDS in Africa.

CAMPUS BEAT

Southwest Border Initiative: PARTNERING Among Academic Institutions

By Richard T. Owens, MC

The National Defense Intelligence College is partnering with universities to study violence and its effects on communities along the U.S.-Mexican border.

On May 26, the National Defense Intelligence College (NDIC), the University of San Diego (USD) and its Trans-Border Institute (TBI), and the University of Texas at El Paso (UTEP) completed a collaborative post-graduate research project focused on the escalation of violence and its effect on border communities along the U.S.-Mexican border. This program is the second in an ongoing series that examines security issues facing both the United States and its southern neighbor, Mexico.

This program is inspired by the findings of both the 9/11 and Weapons of Mass Destruction (WMD) commissions, which called on the intelligence community (IC) to step up outreach activities, gain new insights, expand knowledge and explore new ideas through enhanced engagement with community experts and outside professionals. Consistent with those reports and the subsequent development of policies by the director of national intelligence (DNI), the IC has taken on an enterprise-wide effort to change from that of a Cold War posture to an agile and flexible organization prepared to confront 21st century security challenges. This also includes, in part, the development of an organizational culture that understands relevant information may often come from outside the IC.

The NDIC is well placed to play a leading role in this cultural change by educating future intelligence professionals in a joint and collaborative culture with career expectations of sharing and reaching out beyond the walls of government. This current project on U.S.-Mexico border security was indeed organized as a collaborative research and outreach program, strategically focused to expose students and faculty to outside expertise and alternative points of view, while sharing their own subject matter expertise at the unclassified level.

The USD research team included one student from the university's peace and justice program and two students from their international relations program who worked under the coordination of USD's Political Science Department and the TBI. The UTEP research team included four students studying national security at UTEP as part of the IC Center of Academic Excellence program. The remainder of the team included three graduate students from the NDIC's strategic intelligence program, and two other IC analysts. Each institution also assigned faculty members as mentors.

The program included three field research trips: one along the Tijuana/San Diego border, a second in Mexico City (both sponsored by USD), and the third in El Paso, Texas, sponsored by the UTEP. The program concluded with a fourth meeting at the DIAC where the researchers presented their findings to an audience of IC professionals. These meetings afforded researchers the opportunity to tour the border "between the fences", speak one-on-one with U.S. Customs and Border Protection officers, hear from their leaders and understand the issues they face daily. Researchers also heard from citizens of Ciudad Juarez, Mexico, who articulated daily life in the most dangerous city in the world. In a private roundtable session, researchers engaged with Mexican Senators Rosario Green and Joaquin Coldwell and discussed topics surrounding U.S.-Mexico relations.

Strategically located on the U.S.-Mexico border, both USD and UTEP bring a unique cultural awareness to the program. Each institution is rich with faculty devoted to U.S.-Mexican relations who have spent years researching the region and offer the group their regional expertise. National Intelligence Officer for the Western Hemisphere John McShane delivered the keynote address and made mention that the IC lacks the ability to perform long-term research. Moreover, the collaboration provides a variety of perspectives that are important to the U.S. national security community. For example, students explored issues such as insurgency/terrorism, the economics of border security, the effect of counternarcotics activities on violence, illicit border crossing, state failure and WMD.

Not only does this project bring together faculty from diverse institutions to develop research guidance, it serves as a platform to expose and educate current and future IC professionals to the value of collaboration and outreach, while addressing important issues facing our nation. DIA Deputy Director David Shedd noted in his concluding remarks that, together, these three institutions represent a "wonderful combination of research perspectives." This is the first in what will be a series of similar projects, encouraging collaboration between the defense intelligence community and experts in the academic realm on current and salient issues of our time.

One Mission, One Team, One Agency and a New Way Ahead:
DIA Introduces New 2012-2017 STRATEGY

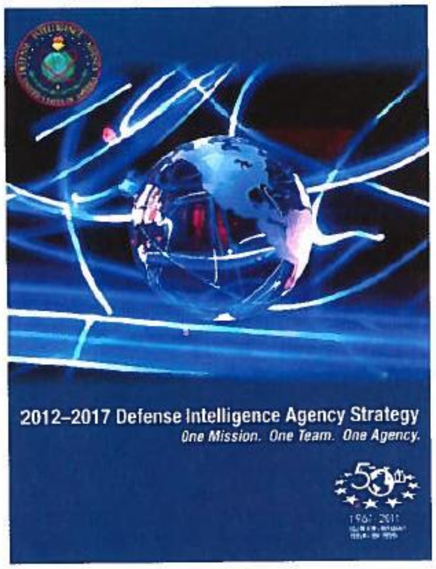
By Christina A. Cawley, CP

Deputy Director David Shedd and the mission integration team have released a new DIA strategy that promises to bring change and improvements to the agency.

This summer, as the agency commemorates its 50th anniversary, DIA debuts a new strategic plan and, with it, a freshly crystallized identity, a revitalized commitment to the mission and a renewed outlook for the next five years. Director LTG Ronald Burgess Jr. announced the publication of the new strategy, the agency's first since 2007, at a June 22 town hall.

"As the lead agency bridging military and national intelligence, DIA is uniquely positioned to make vital contributions to the nation during a very consequential period in history," said LTG Burgess of the decision to revise the plan. "This new strategy will now guide our efforts during a very complex period ahead, marked by historical instability across the Middle East and North Africa, force reductions in Iraq, decisive operations in Afghanistan and significant fiscal concerns at home. This strategy will shape the agency's response to these changing circumstances, while also strengthening our ability to prevent strategic surprise."

One of the key driving forces behind the new strategy was an effort to convey the unique identity of the ever-growing agency that now spans the globe, boasts a wide range of capabilities and serves several different customers.


2012–2017 Defense Intelligence Agency Strategy
One Mission. One Team. One Agency.
50th
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"The new strategic plan articulates to our customers, ourselves and the public who we are as an agency and what we do," said Deputy Director David Shedd, who spearheaded the six-month effort to formulate the latest strategic direction for the agency. "This strategy, and what it says about us, will provide DIA with the foundation necessary to build a stronger, more focused and more successful agency."

Chief Mission Integration Officer Paul Batchelor, team leader for the strategy's development, explained that the agency has long struggled to articulate its unique character. "DIA for years put a tremendous amount of energy into trying to be everything to everyone. In doing so, our agency lost its identity along the way," said Batchelor. "We knew when starting the strategy process that getting to the heart of what our identity is today would be the first step to determining our future."

The 2012-2017 DIA Strategy reaffirms the agency's continuing commitment to providing relevant and actionable all-source defense intelligence in support of the warfighter and to delivering a decisive advantage to planners and policymakers. Also, as the strategy's overarching theme — One Mission. One Team. One Agency. — indicates, DIA's emphasis on teamwork, collective effort and integration plays a fundamental role in the agency's strength and success.

"We do not accomplish our goals in a vacuum," said Shedd. "Our success in providing the best intelligence for the warfighter depends on unity of effort from many elements across the agency and the entire national security enterprise."

The theme of teamwork joins the core values of integrity, excellence and service as the founding principles of the new plan. Using these values as building blocks, the strategy outlines four main goals: to prevent strategic surprise and support contingency operations; to strengthen core mission capabilities; to partner and innovate to gain advantage; and to optimize performance relevance. These goals were specifically identified, chosen and written because they apply equally to all agency employees and everyone could work toward their achievement.

"We didn't want the objectives to be stove piped," said Batchelor. "This strategy is meant to be shared and participated in by everyone across the agency — from the support person to the analyst, from the senior executive service employee to the newest graduate of Gateway."

This common stake in the new strategy across all those in DIA mirrors the agency-wide efforts to formulate the plan.

"For this strategy, it was as much about the process of getting there as it was about defining the agency," said Shedd. "We wanted to include the thoughts, perspectives and values of the agency's diverse work force

— from our employees around the globe — and create a strategy that echoed their ideas."

More than 150 DIA employees were involved in the brainstorming sessions that contemplated challenges, debated the agency's mission and envisioned reasonable goals for the future. In these all-day sessions, coordinated by the strategy team, representatives from each office of the agency collectively developed the ideas and principles that built the new strategy.

The team, to include Batchelor, Debbie Hartman, Mike Sasek, Daneta Billau, Kory Brendsel and Yvette Nonte, underscored the important contributions of the work force to this plan. "It is important to remember that our team didn't really author the strategy," said Brendsel. "In truth, there were 150 authors from across DIA. One-hundred-fifty people were involved in writing this plan and providing input into the plan in various areas."

Batchelor too credits the success of the strategy with its agency-wide perspective. "In our sessions, we were very focused on transparency and including the entire work force in our dialogue. We needed their buy-in and their trust to really ensure we not only created the right strategy, but were also able to put it into action."

And action is what this plan is all about, says Shedd. "The strength of our strategy is its provisions to create and sustain organizational culture change within DIA. This plan comes armed not only with powerful thoughts, but a call to action that will integrate these strategic values and goals throughout our agency."

To answer this call to action, the implementation phase has already begun. On June 9 the strategy team gathered directorate and special office representatives to begin the identification of agency-wide initiatives and tasks that will be able to meet the strategy's stated objectives. These sessions will continue through the summer until October, when the execution phase to monitor, review and reinforce the progress will begin.

"This is a reality-based approach," said Shedd. "In a world of persistent international conflict and tightening budgets, our team formulated an actionable and realistic plan for today's challenging environment. Much work remains to be done as we all implement the strategy in the weeks and months ahead. I have faith that this new strategy will be a powerful force in pushing DIA to the next level and prepare us for whatever lies ahead." ·:·

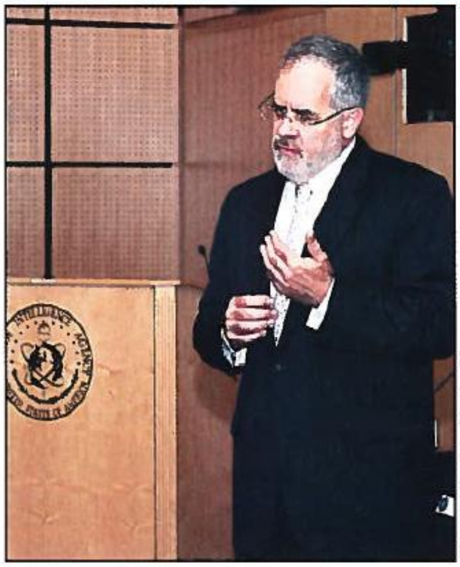


Photo by Paul A. Oberle, CS

Deputy Director David Shedd speaks at DIA Alumni Day June 15.

"This strategy, and what it says about us, will provide DIA with the foundation necessary to build a stronger, more focused and more successful agency."

Interview with

Jeffrey RAPP,

Deputy Director for Analysis

By the Communiqué Staff, CP

The Communiqué staff sat down with Jeffrey Rapp, deputy director for analysis (DI) and the Defense Intelligence Analysis Program's functional manager for analysis, to talk about defense intelligence, the future of analysis and his plans for the directorate.

Prior to being appointed deputy director in 2010, Rapp served as vice deputy director for analysis and director of the Joint Intelligence Task Force – Combating Terrorism (JITF-CT). After a rewarding career in the Army, Mr. Rapp entered DIA civilian service in 2002 and served as the first director of the National Media Exploitation Center and civilian deputy director for the Iraq Survey Group, Qatar.

Photo by Christina A. Cawley, CP

Jeffrey Rapp, deputy director for analysis.

COMMUNIQUÉ: *You've been the director for analysis and the functional manager for analysis for about a year now. How has the past year been?*

MR. RAPP: It's been an interesting year. Most salient, particularly in the last few months, has been the economic situation, which is impacting everybody to some degree. First, we are responsible for implementing some of the secretary of defense's efficiency initiatives. Second, the director of national intelligence (DNI) has restructured, and we are determining how to interact with this new structure and ensure that we can provide defense intelligence support at the national level.

COMMUNIQUÉ: *How is DI handling the current tight budget constraints?*

"We must maintain a sharp focus on our core competency: defense intelligence."

MR. RAPP: Since 9/11 we have benefitted from some growth, but new missions came with that growth. Even though we're in relatively good shape at the moment, we will need to figure out how to best posture ourselves in a less robust resource environment. There are challenges; we will need to prioritize and identify risk areas collaboratively across the defense intelligence enterprise. We have partners at the combatant commands and service production centers, as well as partnerships across the community. We must maintain a sharp focus on our core competency: defense intelligence. Whether it's senior policymakers or the warfighter on the ground, they look to us for military capabilities analysis and defense analysis relevant to conflict, fighting wars and executing defense policy and operations.

COMMUNIQUÉ: *Could you explain in more depth the difference between defense intelligence and intelligence for defense?*

MR. RAPP: Quite simply, defense intelligence is any foreign or military-related situation that is significant to military policymaking or the planning and conduct of military activities. It is not analysis of purely political or economic issues. The example I often use to highlight this difference to my analysts is that I don't want them doing original analysis and publishing on the relationship between two political leaders in a country, unless they're going to show me in that analysis how that relationship affects those leaders' employment of military capabilities, thoughts about acquiring a significant new military capability or issues along those lines.

Since we are in a constrained resource environment and our analysts' time is finite, we need to focus on our core competency of defense intelligence — issues that are directly tied to national security decision making and support of warfighting commanders.

COMMUNIQUÉ: *Would you say that defense intelligence has more of a priority right now, or is it finding a balance between the two?*

MR. RAPP: Focusing on defense intelligence is the directorate's priority. I believe DIA's strength is in providing defense and military intelligence expertise and analysis to not only the department, but also to the national level. It's our basic responsibility to provide that kind of intelligence, whether it's to the president or department leadership, to support policy and decision-making or to the warfighter to support kinetic or other operations. This means we have to be the experts in this arena — from the foundational intelligence we enter and analyze into our vast technical

databases to foreign military capabilities, doctrine, leadership and intentions.

COMMUNIQUÉ: *You've mentioned the secretary of defense's efficiencies. How have these initiatives affected DI?*

MR. RAPP: There are four initiatives that have a major impact on the directorate. First, we were directed by the secretary to stand up a counter threat finance task force, and we are in the process of doing that now. We're pulling together various threat finance analytic capabilities into one organization to enable the department to support similar efforts within other U.S. government agencies.

The task force will include defense analysts from several Defense Department components, but principally from within the Directorate for Analysis at DIA. We also have analysts working terrorism threat finance, counternarcotics threat finance and threat finance related to economic issues in other countries. Analysts will support departmental operations, whether it be in Afghanistan or Iraq, or in the terrorism realm. Additionally, these analysts will work with other U.S. government elements to ensure a seamless integration of effort.

The second initiative impacting DI is the consolidation and integration of counterterrorism analysis. Over the years since 9/11, terrorism has been a very high priority, and this led to a proliferation of all-source analytic efforts within the department. In order to be more efficient in our terrorism analysis, we were charged by the secretary to look at the services and other organizations in the Department of Defense performing terrorism analysis with an eye toward consolidating those into a central location, JITF-CT. The other part of this initiative is to examine how to better integrate the department's terrorism analysis effort, principally JITF-CT, into the national effort. We're developing plans to execute both of these initiatives.

The third initiative involves the resizing of the command joint intelligence operation centers (JIOCs). The department did a review of command JIOCs to establish which could be reduced in size. They determined there would be two basic structures — a large and a small JIOC structure. Small JIOCs will be associated with commands that we wouldn't normally expect to engage in large-scale kinetic operations or going to war in the classic sense. The large JIOCs are going to be associated with commands that the department views as more likely to engage in wartime operations. As a result, several commands lost analytic manpower.

Concurrent with the re-sizing, the department asked DIA to provide support to all of the combatant commands, regardless of the large or small JIOC designation. This support will come in the form of 20-person elements composed of DIA analysts, collectors and collection managers that augment combatant command efforts. These elements bring DIA background, expertise and capability to the command. The assignments will be rotational, and DIA will hire, train and relocate people to the command for a three-year rotation after which they will return to DIA. Personnel on these rotations will receive joint duty credit.

DIA is obligated to send more than 200 people on rotation to the commands beginning in the 2012 fiscal year. We have coordinated with the combatant commands to determine their requirements. About 154 of the total number of folks going out will be analysts and, consequently, mainly from the Directorate for Analysis. We're going to phase this in — about one-third per year over three years (fiscal years 2012-2014) because no resources were allocated for this effort.

In fact, none of these efforts come with any additional resources; they're all being done with existing means. This is a challenge for us, but it's also an opportunity to further extend our networked operations practice. We have folks forward deployed in support of the warfighter. They assist the command in leveraging national capabilities from an all-source analytic standpoint, but they also present us the opportunity to leverage expertise, information and perspectives at commands. The teams will be working for the command and performing the command mission. This is a mutually beneficial arrangement whereby DIA can leverage command capabilities and they can leverage our capabilities.

For the fourth initiative, we were asked to develop a concept for surge support to commands when they engage in combat operations. A good model already exists — one we've essentially been employing in support of operations in Iraq and Afghanistan and have exercised recently with respect to Libya.

COMMUNIQUÉ: *Regarding surge operations, do you envision people coming from the DIAC or do you see the command J2 employees helping each other out more?*

MR. RAPP: It's a collaborative effort. First and foremost, the Joint Chiefs of Staff Directorate for Intelligence (J2) is the office of primary responsibility for all crisis intelligence operations and is responsible

to the DIA director for overall intelligence coordination, direction and execution of DIA crisis management. Once a crisis is declared, our actions generally involve reinforcing support to the J2 and establishing additional 24/7 capability to provide reach back support for him and for the combatant command. In most cases, these events are not a complete surprise, and we execute portions of this response before a crisis is actually declared. Additionally, until we get into intense combat operations, we wouldn't envision forward deploying a lot of analysts, but we would prepare as needed and consult with the combatant command on its requirements for support. Under any circumstance where there are DIA forward-deployed analysts, we want them to function as a part of an integrated analytic network while leveraging the broader DIA capability in support of operations and enhancing the national effort.

COMMUNIQUÉ: *The DNI has restructured and created 17 new national intelligence managers (NIMs). What does this mean for the defense intelligence officers (DIOs) in DI and how is DI going to change to accommodate these new positions?*

MR. RAPP: The good news is that I think we were prepared to link into this new ODNI structure as a result of our re-creation of the defense intelligence officers in 2008. DIOs are the substantive experts for a geographic region or issue within the department, so we already have a national counterpart on the defense side to be the integrating officer of NIM efforts for defense intelligence. The director determined that DIOs (and in some cases other designated officers in functional areas) would take the lead for things like the unifying intelligence strategies, but coordinate defense input with other relevant directorates.

The combatant commands are also very important here. As the functional manager for analysis, I already coordinate with the combatant commands and the service production centers routinely on analytic issues. The DIOs act on behalf of the whole defense intelligence enterprise, not just in a purely Directorate for Analysis capacity. They must ensure combatant command requirements and needs are factored into national-level requirements. As the unifying intelligence strategies are developed by the NIMs, defense input will come from the commands and the various elements within the department through the DIOs and other appointed NIM counterparts into the DNI. Details on how this all works are published in DIA Instruction 3300.001.

We assigned a DIO as a counterpart to each regional NIM. For functional analytic topics except counterintelligence and scientific and technical intelligence, DI office chiefs are the NIM counterparts. For example, the NIM for terrorism is the director of the National Counterterrorism Center (NCTC). JITF-CT Director Ed Mornston is the counterpart to that NIM. Not only does that fit in function, but it also fits in form because you've got the director of an analytic organization serving as a NIM, and here we have the director of an analytic organization serving as his counterpart.

"None of [initiatives] come with any additional resources... This is a challenge for us, but it's also an opportunity to further extend our networked operations practice."

The director has approved the creation of one additional DIO for cyber. Once appointed, this individual will serve as the NIM cyber counterpart.

COMMUNIQUÉ: *What role do our international partners play in the work that DI does and in the intelligence process?*

MR. RAPP: They are very important. We have a number of foreign partners that we work with routinely, and they bring unique perspectives from their own national and defense perspectives into our work. I think they gain something by working with us on particular issues as well.

COMMUNIQUÉ: *I understand you just got back from some international travel. How did that go and what kind of things did you accomplish while you were on your trip?*

MR. RAPP: It was very interesting to learn that many of our foreign partners are experiencing the same kinds of resource issues that we are facing. The economic issue is global, so many of the organizations we have relationships with are also finding themselves in a more constrained resource environment. We've exchanged perspectives with them on how to cope with those issues in terms of managing analytic resources, and taking and identifying risk. It has also meant there are areas where we can seek broader collaboration so the burden on any one organization is ameliorated.

The other commonality we've found is there are a number of threats we are all facing that are transnational and global in nature — not directly kinetic in the sense of going to war, but more insidious. For example, our job in the cyber arena is to put the threat into a strategic context, understand who's doing it, why they're doing it and work with other agencies in the U.S. government to counteract it.

Another transnational threat is the obvious one: terrorism. We have been collaborating and cooperating with our international partners on this for some time. Another major transnational threat is narcotics, which is also tied to threat finance issues and insurgencies.

COMMUNIQUÉ: *We understand you've been conducting some roundtable discussions with DI employees. What have you learned from these sessions and how has it impacted how you and DI operate?*

MR. RAPP: I try to get together with DI employees by grade and work category twice a year. For instance, I'll have a session with branch chiefs, another session with branch senior intelligence analysts (SIAs), a session with analysts at the pay band three

level and below, and another with administrative professionals. I find that bringing employees together who are similarly situated, in a non-attribution session without their supervisors present, generally allows for more open dialogue and discussion. I started this practice when I was at JITF-CT, and I've carried it on here because I think it gives you insights as a leader into issues our employees deal with on a daily basis — unvarnished. My goal is to address areas of common concern from these sessions. We'll take on action items and post the transcripts from the meeting (without names or attribution of course) on our website. We'll also get back to individuals if they desire, responding to them directly or within the transcripts. I will take on individual problems as well, but I have an open door policy for that, and I generally direct people with a personal problem to come see me to deal with it one-on-one if they haven't been able to resolve it in their supervisory chain.

It takes a good bit of time to do this, but I enjoy it and it's extremely informative for me as a leader. I get a lot out of these sessions, and it gives employees an outlet to get an issue or concern up to a level where we can act on it if they feel it's not being worked on. It's also just a great place to communicate and pass on information because no matter how good you think you are at communicating, you'll still find that somebody will not have heard everything you said.

COMMUNIQUÉ: *Do you have any specific success stories that have come from these roundtables?*

MR. RAPP: During the roundtable for branch SIAs, analysts expressed the need for improved cartographic support within DI products, which I added as a capability to the centralized production office we're standing up. Senior analysts at the pay band four and five level asked for formalized training, which developed into creation of additional training courses to address professional development needs at that level (which we'll kick off this fall). We've also worked with the senior enlisted advisor to come up with better processes for onboarding enlisted personnel, an issue that came up during the enlisted military analyst roundtable session. These round tables have confirmed the value of some initiatives that we had already planned to implement. It has, in my view, reinforced that we need some better analytic tools and sourcing capabilities. Folks have also been able to air concerns about deployments and the deployment process.

"That sense of commitment to the mission, the knowledge that what we do makes a difference, and being a part of something bigger than yourself is very empowering and I find it amongst all of our employees — it's truly remarkable."

COMMUNIQUÉ: *As DIA celebrates its 50th anniversary, we're looking not only at our history, but forward to DIA's future as well. What do you think the future of analysis is going to look like at DIA and in the broader defense intelligence construct?*

MR. RAPP: One thing we're looking to do is foster better integration and recognition within the community for defense all-source intelligence. We're strengthening our relationships and improving our connections to our senior-most customers. We've defined and are implementing our construct for interaction with the newly organized ODNI. Concurrently, we've sustained our support to combat operations.

Looking ahead, we need to continue our focus on defense intelligence. We need to foster better integration of defense intelligence all-source capabilities across the community. That means working with our all-source counterparts at CIA and State in particular, as well as the other defense agencies like the National Geospatial-Intelligence Agency and the National Security Agency, leveraging what they bring to the all-source analytic table.

A continuing challenge for us is how to get the best out of our analysts in terms of establishing better processes internally and collaboratively within the defense intelligence structure, as well as creating and fielding tools and capabilities that will allow them more time to do analysis.

Right now we are creating a centralized production capability here within DI. Also, in partnership with DS, we're going to be fielding POLESTAR, an automated sourcing tool, in August. We're also going to continue the use of some of the capabilities we already have, such as TRIPWIRE.

COMMUNIQUÉ: *What is a centralized production capability and how will it affect the way DI operates?*

MR. RAPP: Currently, the responsibilities for finalizing an analytic piece and getting it delivered to the customer are divided. Today, delivery to the customer belongs to the Directorate for Mission Services (DA). We're going to bring the responsibility for production — to include the final preparation of the product, delivery and presentation of that product to the customer — under DI because it is part of our core business process. To do this, we've partnered with DA to bring the capabilities together.

COMMUNIQUÉ: *Is there anything else you'd like add?*

MR. RAPP: The quality of people we have in the directorate is just astounding, which is brought home to me every time I talk to one of our fundamentals of intelligence analysis classes or interact with junior analysts or midlevel managers. It is really refreshing and energizing to me. On top of that, the commitment to the mission — in many places where folks are in harm's way every day — is a hallmark of the organization. That sense of commitment to the mission, the knowledge that what we do makes a difference, and being a part of something bigger than yourself is very empowering and I find it amongst all of our employees — it's truly remarkable. It gives me confidence that even though we must operate in an ever changing environment, we're up to the task.

BUILDING BRIDGES
DIA's Operations Orientation Program

By LCDR Brandon G. Sellers, IE

The Operations Orientation Program exposes foreign attachés to American culture and the U.S. military, providing an invaluable chance to maintain and strengthen our relationships with foreign partners.

One of DIA's main strategic priorities is engaging with the international community, though few may realize that there is an organization within the agency charged with carrying out this responsibility. The Office of International Engagement (IE) is tasked with leading the establishment, sustainment and enhancement of DIA's relationships with foreign counterpart organizations and individuals. This broad mandate includes efforts ranging from executing the Senior Foreign Official Visit Program to providing foreign exchange and disclosure policy guidance. One of the most delicate missions of IE is facilitating overall Department of Defense (DOD) efforts to cultivate, maintain or expand defense relationships between foreign nations and DOD.

IE provides liaison to approximately 175 attachés from more than 120 countries. One of the key tools used to execute this mission is DIA's Operations Orientation Program, a semiannual event that takes place each spring and fall, and gives the agency a powerful opportunity to build new relationships and maintain existing ones. The program provides an opportunity for these foreign defense attachés — who range in rank from lieutenant colonel to four-star flag officer — and their spouses to travel to various military installations and communities throughout the United States. These trips provide a more thorough understanding of how the U.S. military operates and, equally important, an opportunity for attachés and their spouses to learn and understand more about American culture.

The most recent program took place in early April and saw more than 30 foreign defense attachés and their spouses depart from Andrews Air Force Base, Md., en route to the sprawling military community in and around Colorado Springs, Colo. Accompanied by a team of IE officers and staff and led by DIA Director LTG Ronald Burgess' Mobilization Assistant MG Edward Leacock, the group embarked upon an intense 10-day program that included not only visits to military installations, but also multiple opportunities to experience America. Upon arrival at Peterson Air Force Base, the group went immediately to the Peterson Air and Space Museum, followed with an exclusive look at elite American

Photo by Laura Goodroe, CS

Operations Orientation Program participants in front of an F-22 Raptor, courtesy of the U.S. Air Warfare Center at Nellis Air Force Base, Nev.

athletes training at the U.S. Olympic Training Center.

Over the next two days, the attachés and spouses were immersed in briefings and training observations, and exposed to family support and quality-of-life programs at Peterson Air Force Base and Fort Carson. U.S. Northern Command (NORTHCOM) and North American Aerospace Defense Command (NORAD) Commander ADM James Winnefeld, whose command sponsored the program while in Colorado, welcomed the attachés before turning them over to a morning of briefings that included an informative discourse on the unique interagency structure at NORTHCOM, as well as in introduction to the U.S. Air Force Space Command. In the afternoon the attachés were treated to a tour of the Cheyenne Mountain complex, where they learned about U.S. approaches to command and control. The following day the attachés were immersed within the 4th Infantry Division at Fort Carson, where they were able to observe Military Operations in Urban Terrain (MOUT) training and interact with a senior leaders panel that talked about the Army Force Generation model that governs the deployment of U.S. Army units.

One of the unique aspects of the program is that, when able, it is structured to provide a separate itinerary for the spouses. During the course of the first two days in Colorado Springs, spouses spent time at the Peterson AFB Health and Wellness Center, participating in classes on nutrition, stress management and identity theft to see how military families are supported by their parent commands. At Fort Carson they were hosted by the Family Readiness Center and the base's Army Community Services, which demonstrated how the U.S. military supports Wounded Warriors, families with a deployed member and reintegration after deployment. For lunch the attachés and spouses came together at one of the base's enlisted dining facilities to dine with the local soldiers — an event that proved to be one of the highlights of the visit.

> "These trips provide a more thorough understanding of how the U.S. military operates and, equally important, an opportunity for attachés and their spouses to learn and understand more about American culture."

The weekend brought an opportunity to show the guests some of the U.S. natural beauty as they visited the acclaimed Garden of the Gods, an incredibly beautiful arrangement of natural rock formations. The attachés and spouses were treated to a Ranger-led cultural program before departing for a tour of nearby Historic Manitou Springs, located in the shadow of the 14,000-foot Pike's Peak. The attachés and spouses also spent time at the U.S. Air Force Academy where they were able to observe life as a cadet, attend the weekly "Noon Parade," and dine in the vast Mitchell Hall Dining Facility with some of the institution's international exchange students.

After the conclusion of the Colorado Springs portion of the trip, the delegation continued to Nellis Air Force Base, Nev. Upon arrival, they were treated to a distinctive program at the U.S. Atomic Testing Museum that showcased the history of atomic testing in the southern Nevada region and the impact it had on the local community. The following day the attachés traveled to the Marine Corps Air Ground Combat Center at Twentynine Palms, Calif., where the Marines showcased their new, state-of-the-art Combined Arms Military Operations in Urban Terrain training facility. After transiting via amphibious assault vehicles, the attachés observed extensive training in progress at this $180 million training ground.

The last full day of the program presented the opportunity to visit the U.S. Air Force Warfare Center at Nellis Air Force Base where, in addition to a thorough mission briefing hosted by the center's director, Brig Gen David Thompson, the attachés received a hands-on look at the Predator unmanned aerial system and its ground control station. Meanwhile, the spouses were treated to a tour of the area's base housing and a presentation at the Airman and Family Readiness Center. The two groups rejoined for a tour of the 547th Intelligence Squadron's threat training facility, showcasing threat aircraft, missile and radar systems and a flight line static display that included the F-22 Raptor — the highlight for many.

What does it take to be an attaché to the United States?

To be recognized as an attaché to the United States, one must be accredited to a military service or, in the case of the defense attaché (the senior military representative from another nation to the United States) or defense cooperation attaché (charged with managing procurement and training programs), accredited to DIA.

When measured by the responses of the participants, this program, and the ones before it, represent an unqualified success for DIA. Many of the attachés have expressed their satisfaction not only with the professional execution and balanced content of the program, but also with the access they gain to the most senior U.S. military leadership in the region. In addition, the comprehensive overview of U.S. military capabilities and strategic considerations of the region, as well as the area's distinct history, culture and military heritage, continue to leave a lasting impression on both the attachés and spouses. When seeking to sustain and enhance our relationships with our most senior foreign military representatives, there is no substitute for the Operations Orientation Program.

The 100th Gathering

By MAJ Mark W. Rowell, HC, and CSITP Class 1-11

The Combined Strategic Intelligence Training Program has been teaching international students about the United States and intelligence for more than 30 years.

It's a cold, gray February afternoon in a dark, smoke-filled room, with the light from a single lamp cutting the darkness. There huddled is a small group of 13 people. The group, consisting of mostly men and a few women, whisper among themselves. They are all concentrating on the table in the middle of the room where five of them are carefully analyzing several dozen small cards with medieval pictures and symbols on them. They converse mainly in English, but they don't appear to be Americans. A quick glance around the table reveals 13 influential countries represented at this private meeting. There are Macedonian, Danish, Australian, Swedish, Japanese and Polish accents, all mixing with one another.

CSITP students visited the aircraft carrier USS Harry S Truman.

On the other side of the room are three gentlemen sitting together on a small couch. Their discussion is in Arabic, and they appear to be from Oman, the United Arab Emirates and the Maldives. The Dane addresses the table: "The rules for Texas Hold 'em are quite simple," he states with a sly glimmer in his eyes. They all lean in to listen carefully.

In another corner of the room, a German and Belgian are frantically gesturing with a man wearing a Serbian military uniform; the discussion is getting louder by the minute. At first, it seems they are complaining of corporate espionage. "I tell you, Belgian beer is much better than anything you guys have ever made!" the Belgian exclaims.

Just then, the door bursts open and a breathless man enters the room and exclaims, "Sorry I'm late!" The Czech officer smiles and takes his seat at the table.

"Alright, now that we are all here, let's get started," the Indian says. "Dr. Smith expects us to have some recommendations on the situation in Sierra Leone first thing in the morning. Does anybody have a suggestion?"

This story is based on actual events. These are not high-powered diplomats solving the world's problems in a United Nation's conference room. This is a typical night in the life of an international student attending the Combined Strategic Intelligence Training Program (CSITP). These gatherings represent more than 32 years of international outreach and cooperation. On Sept. 13, 1978, the first class commenced with eight students from Iran, Israel, Italy, South Korea, Lebanon, Norway, Philippines and Sweden.

This spring, history was made as the 100th gathering of CSITP officers occurred. The program, established by DIA Director Lt Gen Eugene Tighe, is offered by DIA's Joint Military Intelligence Training Center (JMITC). CSITP is designed to introduce international students to the United States and its intelligence community (IC), including IC research techniques an analytical methods. The program comprises three intelligence courses attended by international and U.S. students, plus special tours and visits for the CSITP students only. These visits are designed to provide international students with a better understanding of U.S. history, culture, politics and the military.

Since its inception more than 32 years ago, CSITP has graduated 1,570 students. More than 70 of these graduates have been promoted to flag rank in their respective services or countries, with some rising to become directors of their country's intelligence organization. To date, 105 different countries have attended the seven-and-a-half week program. The program's first week is an orientation to Washington, D.C., and the United

States, followed by the one-week National Intelligence Course. The third and fourth weeks consist of the Intelligence Analyst Course, followed by a travel week. The last two weeks include an additional week of classroom training (Intelligence Support to Multinational Operations) and a seminar week, which culminates in graduation.

One of the most important features of CSITP is the sponsorship program. This program provides an opportunity for volunteers to sponsor our international guests and enrich their experience in the United States by spending time exploring American cuisine, activities and culture. From March 31 through May 20, JMITC hosted its centenary class of training international officers, which also coincides with DIA's 50th anniversary year. CSITP provides an excellent opportunity to bridge international boundaries by bringing officers from nations around the world to the DIAC. The next CSITP class commences July 8. Come make history with us; contact Alphinia Walker by e-mail and volunteer to sponsor an officer.

CSITP students examine an F-15 at Langley Air Force Base.

Photos by L.K. Roark, HC

Location, Location, Location

How EUCOM's JAC is capitalizing on international outreach to improve analytic insight and products

By Jeffrey K. Price, EUCOM

In a prime spot for international collaboration, European Command's JIOCEUR Analytic Center takes advantage of their location to engage our partners overseas.

Question: What do you get when a British Royal Navy admiral, college professors, embassy interagency team members, allied partners, NATO, and U.S. African and European Command (AFRICOM and EUCOM) intelligence analysts get together?

You get an unparalleled opportunity to engage and learn about geographic and thematic European security issues resulting in deeper and richer intelligence analysis supporting EUCOM leaders.

EUCOM's JIOCEUR Analytic Center (JAC) at Royal Air Force (RAF) Molesworth, U.K., recently hosted just such an event focusing on narcotics trafficking and its nexus with terrorism and crime within Europe. Drawing on distinguished guest speakers Dr. Sue Pryce, associate professor at the School of Politics and International Relations, University of Nottingham; retired Rear Admiral Chris Parry, Royal Navy; and John Raucci, FBI legal attaché at the American Embassy in London, analysts were exposed to a wide range of material and thinking on the security issues surrounding narco-trafficking in the EUCOM area of responsibility. Among the themes discussed were:

- narco-trafficking networks to Europe from Africa, Eurasia and South America;
- characteristics of the trade, to include networks, major trafficking organizations and threat financing;
- tactics, techniques and procedures used in narco-trafficking (methods of movement, concealment, etc.); and
- the nexus of terrorist groups with narco-trafficking especially the Turkish Kongra Gel (KGK).

Each of the experts brought a unique perspective to the forum as they first gave prepared remarks and then opened the floor to questions. The seminar was further enriched by audience members from across the allied, interagency and intelligence community, to include a member of the U.K.'s Joint Narcotics Analysis Centre, the U.S. Drug Enforcement Agency and, via videoconferencing, EUCOM's directorates for Strategic Plans and Policy (J5) and Force Structure, Resources and Assessment (J8) Counternarcotics Trafficking (CNT) Division. For analysts assigned to the JAC, AFRICOM'S Intelligence and Knowledge Development – Molesworth (J2-M) and the Intelligence Fusion Centre in support of NATO (IFC), provide opportunities to take advantage of the rich expertise found in the U.K.

The JAC Commander's Action Group is the focal point for analytic outreach, broadening horizons and professionally developing a diverse group of analysts by drawing on the expertise of academia, business and non-governmental

organizations (NGOs), which leads to improved analytic products. Intelligence Community Directive 205 on analytic outreach encourages outreach with academia and partner nations. The JAC is fortunate to be surrounded by world-class institutions and expertise that can be leveraged for little or no cost, such as Cambridge and Oxford universities, U.K. military and defense colleges, foreign embassies and internationally renowned think-tanks, such as Chatham House, the Royal United Services Institute and the International Institute for Strategic Studies.

Photo by Tammy Hunt, CE

Legal Attaché John Raucci of Embassy London makes a point to assembled JAC analysts.

Analytic outreach focuses on thematic and geographic security issues of current interest to both analysts and their customers. Unclassified seminars and guest speakers are synchronized with strategic intelligence production and analytic goals and further aligned with calendar events in a country of interest, such as national elections or other major events. A key aspect of the program is turning insights gained at these seminars directly into production via the JIOCEUR Theater Intel Digest so that the whole community can benefit. Unity of effort and a "Molesworth campus" outlook for the analytic outreach event are critical as the audience is not only drawn from the JIOCEUR community but, depending on the issue to be discussed, from J2-M and the IFC at RAF Molesworth.

RAF Molesworth analytic outreach events can be divided into two categories. First is off-base participation by analysts in programs and seminars sponsored by academia, London-based think-tanks and NGOs. This relatively low-cost method exposes analysts to world-class thinkers on European security issues and, just as importantly, helps them make professional contacts with others who have made a career of studying common problem sets.

More frequent events are the seminars organized and held at RAF Molesworth drawing on expertise from academia, London embassies, the U.K. government, NGOs and think-tanks. The seminars, usually around four hours (though sometimes all day), allow two to three speakers to share their opinions and experiences before moving into a roundtable format encouraging dialogue and debate between speakers and analysts. By bringing speakers to RAF Molesworth, the command reduces analyst hours lost to travel and travel costs. The on-base seminars also maximize access for allied, interagency and even EUCOM headquarters staff participation via video teleconferencing. The result is an integration of information facilitating and enabling security and stability through structured analysis.

To date, the JAC has hosted about 35 analytic outreach seminars and events for RAF Molesworth analysts. A snapshot of such seminars from last year includes frozen conflicts of the Caucasus region; the Belarus elections and their national and regional impact; the Russian Foreign Intelligence Service today; CBRN: weaponization and proliferation by non-state actors; and Georgia-Russia and regional security Issues.

So, if you ever find yourself with an assignment to the JIOCEUR at RAF Molesworth you can look forward to incomparable opportunities to meet and engage with a host of experts from U.K. academia and U.S. interagency and partner nations as they each seek to advance their common security goals in the EUCOM theater.

> "A key aspect of the program is turning insights gained at these seminars directly into production via the JIOCEUR Theater Intel Digest so that the whole community can benefit."

Fellows Program Develops TRUST through Education and Engagement

By Robin A. Parker, MC

The National Defense Intelligence College sponsors a program to help build trust, mutual understanding and cooperation with countries around the world.

The National Defense Intelligence College's (NDIC) Center for International Engagement hosted the 10th Annual International Intelligence Fellows Program April 27 to May 14. Senior intelligence officers and civilians hailing from Bosnia-Herzegovina, Botswana, Bulgaria, Burundi, Colombia, Egypt, Ghana, India, Jordan, Kenya, Lebanon, Malaysia, Maldives, Mali, Nepal, Pakistan, Poland, Romania, Serbia, Tanzania, Turkey, Uganda and the United States, participated in the two-week program.

The goal of the International Intelligence Fellows Program is to enhance the mutual understanding and cooperation between the United States and senior international intelligence officials. The content for this year's program was wide-ranging, covering discussions on the nature of terrorism, analytic methods in assessing terrorism and structures and processes in intelligence support to counterterrorism.

The program commenced with a welcome from DIA Director LTG Ronald Burgess and Dr. Susan Studds, NDIC provost. Continuing with the theme of intelligence support to combat terrorism, retired GEN George Joulwan, former Supreme Allied Commander – Europe, and Dr. James Forest of the Joint Special Operations University delivered engaging and relevant keynote addresses.

"This program is all about taking cooperation in the field to the next level by bringing senior intelligence officials together to discuss what is working, what is not working and ways to improve information sharing and intelligence cooperation," said Burgess in his welcome address to the fellows, capturing the essence of the program.

The crux of the program was comprised of classroom instruction with guest lecturers from the college and external domestic and international intelligence agencies. The fellows also visited the Pentagon, State Department and National Counterterrorism Center to meet with senior intelligence officials, receive briefings and tour the facilities. A sampling of the speakers the fellows met include Dr. Walid Phares, director, Future Terrorism Project; MG Michael Flynn, special assistant to the deputy chief of staff, G2; John F. McNamara, principal deputy coordinator, State Department's Office of the Coordinator for Reconstruction and Stabilization; Shari Villarosa, deputy coordinator, Office of the Coordinator for Counterterrorism; and RDML Paul Becker, vice director for intelligence, Joint Chiefs of Staff.

Coinciding with the academic program at NDIC, the fellows participated in a field studies program in Norfolk, Va. As a predominately Army class, the fellows delved into the less familiar spheres of the Navy and Coast Guard. At the largest United States port, the fellows visited the U.S. Coast Guard where they were shown several ships and were briefed by Coast Guard CAPT Mark Ogle. They also received a detailed tour of the amphibious ship USS New York. The trip was primarily intended to present another component of homeland security operations and combating terrorism. On the final night of the trip, the

Photo by SSgt Schelli Jones, CS

The class from the May 2011 International Intelligence Fellows Program, hailing from 23 different countries, stands in the DIA Expansion Lobby for their first group picture. In the center of the front row are DIA Director LTG Ronald Burgess, NDIC Provost Dr. Susan Studs, and keynote speaker retired GEN George Joulwan, former Supreme Allied Commander – Europe.

fellows joined international students from the Joint Forces Staff College on a guided boat cruise of Norfolk Harbor.

In addition to briefings, roundtable discussions and site visits, the fellows had the opportunity to brief college faculty and students, DIA staff, and each other about terrorism issues in their respective region of the world. These informative briefings engaged the fellows with a variety of perspectives on terrorism issues that the DIA analyzes daily.

"This eye opening course allows us to understand other perspectives and develop a more balanced world view," one fellow noted.

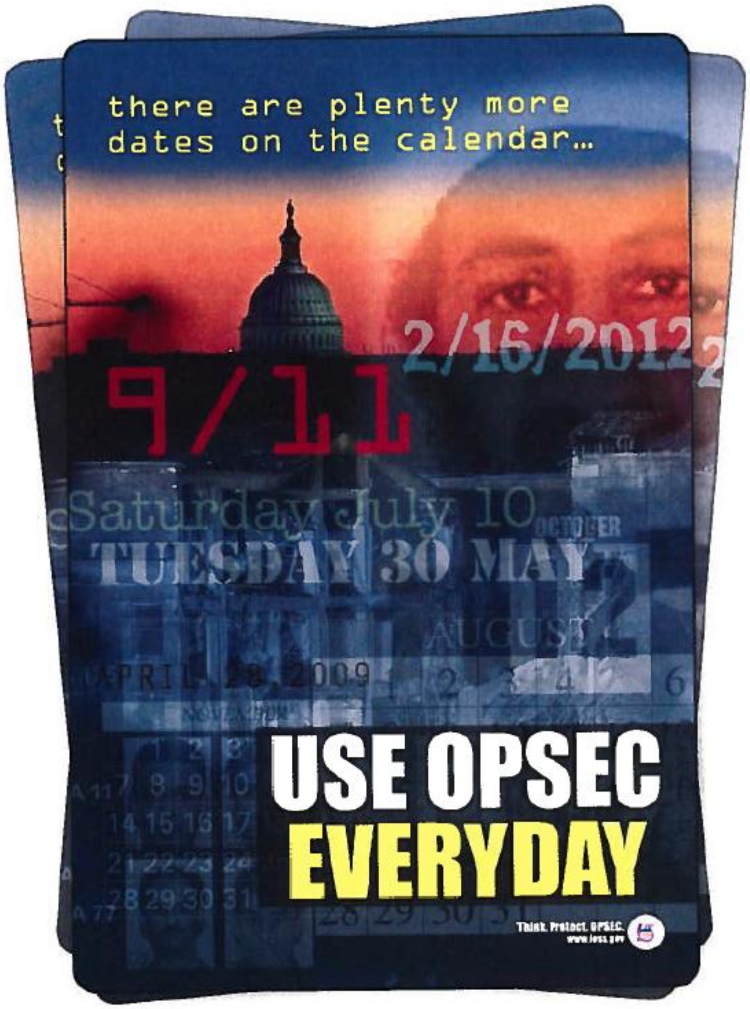
The IIFP concluded with a capstone exercise where the fellows brainstormed the impediments and opportunities of intelligence sharing. This exercise allowed them to develop potential solutions to this very challenging issue. They presented their results, which touched on topics such as technology, globalization, sociopolitical differences and relationship building to an executive panel consisting of NDIC and DIA senior leadership.

Although the fellows were busy with academics, they did have the chance to partake in several social and cultural events. They participated in tours of Washington, D.C., Arlington National Cemetery and the Capitol. They also attended a barbecue with the international officers attending the Joint Military Intelligence Training College's Combined Strategic Intelligence Training Program.

"This IIFP class will be forever remembered as the class that convened the day after bin Laden's death," said NDIC President Dr. David Ellison in his graduation speech. "Yet, global efforts to combat terrorism are still required." This pivotal event in U.S. and world history instigated profound and practical discussions, but was only a piece of an informative and invigoratingly relevant program.

One fellow corroborated Ellison's observation and looks to the future from the IIFP platform.

"This is the first of many programs I have attended that broached the subject of trust," he said. "Trust is not something you can catch like a fish; it is a long-term effort, and this course is the first step to developing long-term collaborative relationships."



The 2000s: Years of Transformation

By Dr. Janet A. McDonnell, DA

The 2000s marked one of the greatest periods of growth and change in the history of the Defense Intelligence Agency. DIA shifted focus from conventional warfare to asymmetric threats, a process started a few years earlier. There were major changes in the nature and size of its work force and counterterrorism organization. The agency expanded the role of human intelligence (HUMINT), and increased its operational role in support of the warfighter, policymakers and the combatant commands (COCOMs). The Sept. 11 attacks, which took the lives of approximately 3,000 people, including seven DIA members in the Pentagon, greatly accelerated and intensified these changes and sparked a dramatic transformation within DIA, particularly in areas of intelligence collection, management and information sharing. The establishment of the Office of the Under Secretary of Defense for Intelligence and the Office of the Director of National Intelligence a few years later further expanded the agency's roles and responsibilities.

Scouts pull overwatch during Operation Destined Strike while soldiers search a village below the Chowkay Valley in Kunar Province, Afghanistan. (Photo courtesy of the Department of Defense)

After 2000 the world and the threats it faced became increasingly complex, prompting changes in the way DIA focused its collection and analytical processes. The so-called "peace dividend" anticipated after the end of the Cold War had failed to materialize and the former Soviet Union, China, Korea and other parts of the world continued to demand the attention of policymakers and analysts. Meanwhile the terrorism threat grew in scope and intensity. Even before the Sept. 11 attacks, DIA was strengthening its long-standing counterterrorism effort, which gained momentum after the 2000 al-Qaida attack on the USS Cole. In 2002 DIA established a new organization, the Joint Intelligence Task Force – Combating Terrorism (JITF-CT), to reflect the expanded mission. JITF-CT would come to include hundreds of analysts and go on to play an important role in supporting Operation Enduring Freedom in Afghanistan and later Operation Iraqi Freedom in Iraq.

As DIA participated in operations in Iraq, Afghanistan and elsewhere in the world, its role in support of the warfighter grew. Before 2000 DIA saw itself (and others saw it) primarily as a combat support agency with a headquarters, field activities and a few deploying elements. With the high number of deployments and its expanded role in direct support of operations in Iraq and Afghanistan however, its combat support role became more pronounced. By 2010 DIA had 1,900 deployed officers, and its role in support of the COCOMs had become indispensible. DIA created an effective organization to provide training, logistics and other expertise required by deployed personnel.

DIA also addressed the need for a worldwide information technology (IT) structure not only to support its deployments, but to enhance information sharing and collaboration within defense intelligence. Leaders sought ways to enhance a more effective exchange of information within the intelligence community, as well as a new approach to managing, extracting and searching data to give analysts greater access to raw materials of their tradecraft. The agency moved into a completely transformed information management environment, adopting the best practices and standards of the commercial sector. DIA fundamentally redesigned the IT network, transitioning to Extensible Markup Language standards and new

A U.S. Soldier responds to an improvised explosive device call in Afghanistan. (Photo courtesy of the Department of Defense)

technologies for data mining. DIA put information management tools on JWICS to help analysts manage a mushrooming volume of data. Other milestones included the more recent introduction of the DoDIIS Way Ahead program and A-Space, which was listed by Time Magazine as one of the Top 50 Inventions in 2008.

In addition to dramatic technological advances, the decade witnessed a series of organizational changes. In 2000 the agency had three elements performing the analysis function, but in 2002 the director consolidated and reassigned J2 analysts to the Directorate for Analysis. Meanwhile, the Sept. 11 attacks and the growing requirements associated with military operations in Iraq and Afghanistan had a profound effect on DIA's HUMINT mission and organization. To address new missions and expanding requirements, a Document Exploitation Office began operations in 2006 and the Defense Intelligence Operations Coordination Center a year later. In 2008 leaders established the Defense Counterintelligence and HUMINT Center, marking the first time the Department of Defense integrated counterintelligence and HUMINT at the defense level.

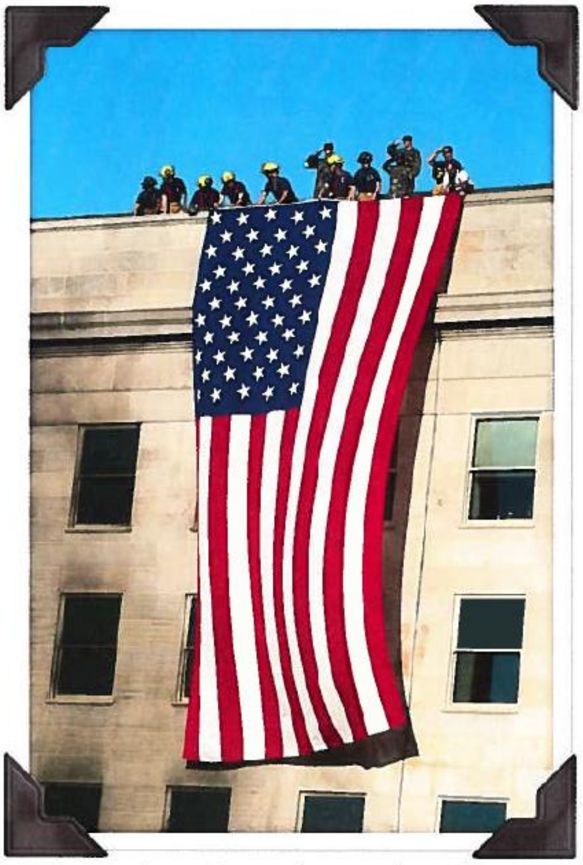
Finally, the new missions, organizational changes and new technologies prompted fundamental changes in the DIA work force. The agency was already working to improve the hiring process and procedures to attract new talent and expertise, but the effort to shape the work force took on new urgency after the Sept. 11 attacks. DIA's work force had been largely set up to support traditional missions and the skills that were specific to conventional warfare; yet, by 2002, the agency's mission had become broader and more complex. The shift in the geographic focus of its operations required analysts who were ethnically diverse, had specific language skills and came from different professional backgrounds, such as social psychologists, behavioral scientists and anthropologists. To meet new requirements in a multifaceted world, DIA experienced a major influx of diverse entry-level employees to enable better solutions through diversity in thought, experience and demographics. More recently, DIA received a large number of civilian defense intelligence professionals from the COCOMs, which embraced the agency's important role as part of a global defense intelligence team. By the end of the decade, DIA had been transformed along with its role within defense intelligence.

Mary Copeland, DI, discusses surface to air missile sensor characteristics in MSIC's Integrated Sensor Data Analysis Facility. (Photo courtesy of DI)

Pentagon, Sept. 11, 2001: A First-Person Account

By Judi Demulling, Defense Intelligence Alumni Association

Each year around Sept. 11 the media revisits the horrific events that transpired that day and, as they go to the scene, they describe "the chaos at the Pentagon." As one who worked there nearly 10 years ago, my own experience was one of control over the chaos. The men and women in the Pentagon that fateful day were primarily active duty and retired military members and Department of Defense (DoD) civil servants – people who place duty and responsibility above personal considerations and emotions. They were calm, collected, composed and horrified! In my DIA office when the plane hit the building, everyone put away all classified materials, shut off their computers and locked all safes, all in a very orderly way. We filed out amid the smoke that was encroaching our wedge to our assigned emergency reporting station outside to be accounted for. Then we attempted to account for those who were not there.



Rescue workers drape the American flag near the Pentagon crash site the day after the terrorist attacks. (Photo courtesy of the Department of Defense)

For me, Sept. 11 started out fairly routinely. It was a beautiful September morning, and I was one week into a rotational assignment in DIA's Congressional Affairs Office. I had been fortunate to be selected and serve the previous year on the Hill as a Congressional Fellow, and I was beginning to fulfill my follow-on assignment by bringing what I had learned to our own Congressional office and being a liaison to the Hill. We turned on the television in our office that morning to watch a pertinent hearing on C-SPAN. At one point one of our staff members received a phone call from his wife that the World Trade Center had been hit by an airplane, so we switched our TV to a news station and saw the tape of the first plane hitting the building. At that time the newscaster was guessing that it appeared to be an accident while at the same time wondering how such a plane was off track.

I was working on something on my computer when an e-mail popped up from a colleague in the National Military Joint Intelligence Center saying this might be a terrorist event. About that time, just as we watched the second plane hit the Twin Towers and became increasingly more suspicious, my phone rang and it was my spouse who was listening on his car radio. I had met my husband in the Pentagon on his first day of his first tour of duty with DIA almost 24 years prior to that day. He had since retired as a Navy chief. He insisted that I get out of the building as he was sure that the Pentagon would be attacked next. It was just his gut, but it proved to be correct. Moments later as the plane hit, I was saying to him, "Well how would I know that I wouldn't be going out on the side that would be attacked?" Actually it seemed too surreal to happen as I debated with him. Then, of course we realized that we had been hit. I hung up, and we started our orderly securing process. As the Pentagon guards came to our door and told us we had to leave, we finished securing all the materials and filed out the second corridor to South Parking to our assigned lane.

We were one wedge away from the attacked site, and as we walked out through the smoke-filled corridor, we could hear the firemen and the water from the fire hoses. Then we exited to an outside that was equally eerie. There was a little of the still-beautiful blue sky in the distance, but over us was a cloud of heavy, acrid, black smoke. The brilliant sun seemed like a full orange moon against the blackened sky. Fire trucks, ambulances and police

were streaming in. It was then that we could see the fire and smoke teaming over the building. From where we were in the parking lot, we couldn't see the part of the building that had been hit. We reported in to our boss and then began to determine where the missing were; we knew one person had taken the shuttle to the Hill, another had gone to a meeting at the DIAC, and another had gone for coffee in the building. Gradually, I believe we accounted for all. It was difficult because our cell phones were useless as the system overloaded, but we had one emergency satellite phone for the office.

In the DIAC, the Sept. 11 Memorial overlooks the Pentagon to memorialize the seven DIA employees – Rosa Chapa, Sandra Foster, Robert Hymel, Shelley Marshall, Patricia Mickley, Charles Sabin Sr. and Karl Teepe – who died that day. (Photo by Brian D. Nickey, CP)

Of all the people I observed in Pentagon South Parking that day, with the exception of one or two people who were overcome by emotion, everyone was focused on what they could do. We talked to other colleagues who knew where some of our office mates were; some had been closer to the DIA reporting station in North Parking. We heard that several DIA folks had gone back in to the building to help bring others out, and we even heard that the secretary of defense defied his handlers to go in and try to help people.

As we walked around, we saw the burning building; this was long before a section collapsed. We could see the myriad of fire trucks and other emergency vehicles and were aware that people were being rescued. About that time, we began hearing rumors of another hijacked plane headed for Washington. People were getting much of their information from car radios. Media analysts speculated whether its destination was the Capitol, the White House, the State Department or to finish the job at the Pentagon. At that point, many thought it was bound for the Pentagon, and security elements began pushing us away from the building. From the parking lot where we were, we had nowhere to go; I-395 was at our backs and folks were being pushed up on to the ramps. I reported to my boss that I was going to walk home; I lived about 2 miles away.

So my journey home began as I walked with other people under the underpass from the Pentagon to Pentagon City. Many folks headed to Pentagon City, thinking they'd take refuge in the mall or find transportation home, but of course, with the emergency, the mall had been shut down. So I wound my way around to Columbia Pike and thought I'd try to call home from the payphone at the Navy gas station. Of course, there was already a line at the only phone booth. From there I could see the extent of the damage to the Pentagon. I trudged up the hill past the edge of Arlington Cemetery and the old Navy Annex. It was the spot that later the news vans would report from, and where regular citizens would leave flowers in an early memorial. Air Force fighter jets were flying combat air patrol overhead by now. I figured I'd try to phone home from the Sheraton Hotel near there. I walked into the lobby where many people were seeking refuge. I wasn't sure at the time how the hotel staff would react to so many non-guests, many wanting to use the telephone, but I was kindly directed to phone banks where there were moderate lines of people waiting to use them.

I initially figured I'd never get to the phone, but was amazed at the courtesy of all the callers, who made 30-second calls home knowing that everyone else was trying to do the same thing. As I was close enough to hear some of the calls, I heard people say, "I'm safe; I'll make my way home as I can." I had chills as I heard man after man, most in uniform, say to his loved one, "I'm OK, I'm going back to help out." I made my call and continued my trudge home, having removed my high heels about halfway there. Along the way, I'd stop at a car where the driver was listening to the news on his car radio – all so surreal that we had been attacked! There were false rumors of car bombs and that something had happened at the State Department.

We had always referred to Washington, D.C., and the Pentagon, in particular, as Ground Zero,

hence the name of the snack bar in the middle of the Pentagon courtyard. But now it had come true. After I got home, I called my niece who worked for DIA in Crystal City. No vehicles were moving there. I suggested that she start walking up 23rd Street, and I would try to drive back roads to get to her. Luckily I managed to find her and bring her home. Everyone who lives in this area probably had the same evening after that: watching the news, seeing part of the Pentagon collapse and taking phone calls from friends and relatives all over the country and the world.

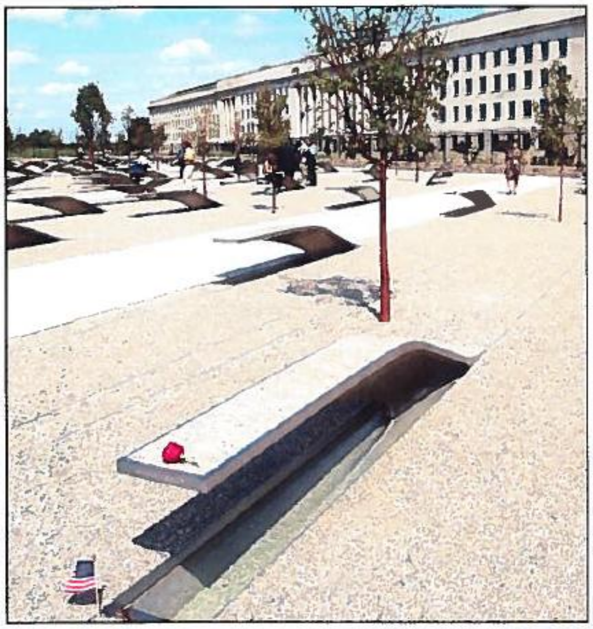
Another thing I wish Americans would know is how almost everyone went back to work at the Pentagon the next day out of defiance. We were not going to let the attackers feel they had cowed us. DIA offices had been destroyed, so we hot-seated desks. Being a wedge away and being a sensitive compartmented information facility (SCIF), our office had not been damaged by the fire or water, so others shared our office, desks and computers. We also knew that seven of our own DIA folks had been killed, and others were badly burned – all friends and colleagues. In my home office, where I would have been had I not been on a rotation, the front of the office collapsed and the staff got out an emergency door crawling on their hands and knees under the smoke looking for exits to get out of the building from the fifth floor. Everyone knew of other close calls.

The Pentagon has always been a city in itself, busy at all hours. I've worked shifts in the Alert Center and arrived for crises in the wee hours of the morning, and there's always life and activity. But in that first day and first week after the attack, the Pentagon was quiet. People went about their work and went to the cafeteria quietly, not talking too much. As we passed the windows along the A-ring no one wanted to look out to the inner court which was being used for retrieving remains. Everyone was very reverent and respectful.

Later in the week, I had an interesting experience as I walked to Pentagon City, just wanting to get out for lunch one day. As I walked through South Parking, which was filled with many tents for all purposes – rest, food, medical, rescue equipment, etc. – I walked past a tent with contemporary music playing. I was immediately incensed, thinking it was rather inappropriate. On my return, I asked someone why the music was playing and learned that the tent was for the rest and recuperation of emergency workers, the people and animals who worked almost nonstop looking for victims in the still hot building. Rescuers could take showers, eat and change their clothes and grab an hour or so of "normal." Volunteers provided massages to the rescuers and would soothe and bandage the sore paws of the rescue dogs. It was very enlightening, and I hope I will never rush to judgment when something seems inappropriate again.

We were incredibly sad for our losses; that cannot be understated. But we were all proud of how we held our heads up high. Being in Congressional Affairs, I was part of the team that escorted some of the congressional visitors to the Pentagon – leaders of the intelligence committees and others who would argue for reconstruction monies. Construction workers worked three shifts, 24 hours a day, seven days a week for a year to repair the Pentagon by Sept. 11, 2002. And it was a little eerie sitting outside the building that morning commemorating the completion.

Editor's note: Judi Demulling retired from DIA in 2004 with 32 years in the Department of Defense. She worked in intelligence analysis and production (Directorate for Analysis, 1970s-1980s), current and crisis intelligence (Directorate for Intelligence (J2) 1980s), intelligence support to policy (1990s-2000s) and intelligence support and liaison to Congress (1999-2001). She's currently an active member of the Defense Intelligence Alumni Association and can be reached at jdemulling@comcast.net.



The Pentagon Memorial features 184 benches, each engraved with the name of one of the 184 people who died at the site Sept. 11. (Photo by Gary L. Fike, CS)

The Communiqué staff interviewed one of the agency's departing "legacies" and asked him to share his career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Margan Kerwin at (202) 231-0814.

Charlie P. MURPHY, DI

Photo by Maragn C. Kerwin, CP

Charlie Murphy, who logged more than 40 years with the agency, retired in April.

How long have you been with DIA, and where have you worked within the agency?

I joined DIA after the North Vietnamese evicted me from Saigon in 1975, along with my Vietnamese wife and daughters, and thousands of other Americans and Vietnamese who supported the government in the South. At the time I was an intelligence officer with the U.S. Defense Attaché Office, but not yet officially working for DIA. For some who opposed U.S. involvement in Vietnam, the South's collapse was a fitting end to the war. For me and many other military veterans, it was a bitter capitulation.

I began my DIA career in the Pentagon editing current intelligence products. We had crises galore and every task force needed editors. We used blue pencils to mark up draft articles (red pencils would be too inflammatory). After we coordinated changes with authors, administrative assistants re-typed the drafts, followed by proofing and re-typing, more proofing and more re-typing. The big leap forward was an IBM Selectric typewriter with an internal memory that could remember and reproduce what was typed. It was not especially useful for first edits with extensive changes, but it did help the second and third reviews.

Eventually we would load the drafts and source packages into pneumatic tubes and launch them down the hall and up a floor to the Alert Center. Later they would come bouncing back in another tube, either approved or ready for more changes, though sometimes articles would get stuck in the tubes. Technologically, we were one step up from shoe-mail.

When our first computer arrived, it was just that: one computer for the whole division. It filled an entire desk and had two screens. We tracked the status of articles. Text appeared in green letters (no graphics). It was no better than pencil and paper.

My nephew and I recently visited the statuary garden on the Mall where one modern art work is a 12-foot replica of a typewriter eraser. The rubber erasing disk attached to a brush with blue plastic bristles was an icon of the typewriter era, and I recognized it immediately. My nephew, who is 27, didn't have a clue.

What are your fondest memories with the agency?

Crisis cells, weekend and holiday duty, and midnight shifts. U.S. hostages in Iran, Soviet intervention in Afghanistan, the Iran-Iraq war ... but wait, these are supposed to be fond memories.

My fondest memories would have to include the times I've worked on our Combined Federal Campaign (CFC). I may be best known, or most notoriously, as a judge for DIA Idol, the fundraiser that Gloria Evans organizes every year. I play nasty Simon and the audience boos when I tell a contestant, "You really got us going — going for the exits" or "I love that song, when you're not singing it."

DIA has great talent and compassion and showcases both every CFC. I am fortunate to have worked on some of our most successful campaigns. I was communications chair when Don Nau was campaign manager in 2003. I remember Pete Raimondi in a muscle suit and Rhonda Edmond as CFC superheroes at our 2003 kickoff. DIA won the Most Innovative Campaign Award that year, and the National Capital Area adopted our superhero theme for all federal agencies in 2004. DIA-produced artwork appeared on the cover of the Catalog of Caring and in Washington Post and Washington Times publications.

Campaign Manager Ilsa Ferro asked me to be communications chair again in 2004, the year she led DIA's first $1 million campaign. Anyone who came to the DIAC that fall saw giant footprints going down the J-link and mysteriously climbing the outside of the building to the top, changing from yellow to orange to red as we approached the record.

I had the honor to serve as campaign manager in 2008. Then-Director LTG Michael Maples flew all night from Iraq and came straight from the airport to host our kickoff. A wounded Iraq War veteran was our guest speaker. Past DIA Idol stars entertained, and Baylen Looney, Cesar Nieves and I produced Mary Hennigan from an empty "CFC Magic" box. Our theme was "Small World DIA," and we decorated the DIAC lobby with pictures of employees driving cars to our goal. During the worst economy since the Great Depression — a year when most federal agencies struggled to reach their CFC goals — DIA stepped on the gas and cruised to an all-time agency record of nearly $1.5 million.

My favorite CFC communications were rhymes I wrote and posted on sequential signs along the J-link. Don Nau suggested the idea based on an advertising gimmick for Burma-Shave, a shaving cream. Burma-Shave signs were popular on American roads in the days before interstate highways. I thought Don and I were only ones old enough to remember them, but apparently a few sets still inhabit lonely stretches of Route 66. I used Burma-Shave signs in all three campaigns and put up new sets every 10 days. Since I'm riding down memory lane, a rhyme that I wrote to conclude our CFC campaign fits well here:

Fond memories we're reliving
As we wrap up our giving
A better world
A stronger nation
Thanks to your participation
Support CFC

What lessons did you learn throughout your career that you would pass on to others?

During the Ronald Reagan and George H.W. Bush administrations, DIA produced a Defense Intelligence Supplement to what was then a CIA product, the President's Daily Brief (PDB). The supplement typically had two or three pages of text and two or three pages of graphics (President Reagan loved graphics) and was a feature in the PDB every Saturday when the president was relaxed and had more time to read.

Producing the supplement was the responsibility for two intelligence analysts. I was half of the team for several of the Reagan years (1985-87) and again during the Bush term (1989-92). We would select topics, identify subject matter experts, and then work with the experts to write articles and design graphics. We had to move three articles at the same time — the new article (which we had to write), the draft we turned in the previous week (which CIA was laying out), and the mock-up that was running on Saturday (which we were proofing, updating, revising and coordinating).

Seeing how CIA approached the PDB was a revelation. The most important thing I learned was customer orientation. The goal of the PDB was to help the president do a better job for the American people. We needed analysis and evidence, but what we needed most were policy-relevant insights. Timing was critical. What foreign travel was the president planning? When were heads of state visiting the White House? What military issues was the president focused on? Customer orientation might seem obvious when writing for the president, but I realized that it applies to everything we produce. Commercial journals and newspapers go out of business when they lose touch with their customers. Intelligence products do, too, it just takes longer.

CIA learned that the president appreciated seeing DIA's analysis, particularly when we had new insights or saw things differently than their analysts did.

What would you consider to be your greatest contribution to DIA?

In 1993 DIA established the Military Intelligence Digest (MID) under Director Lt Gen James Clapper, now the director of national intelligence (DNI). It was a game-changing daily product for senior policymakers, defense planners and warfighters. I was fortunate to have a role in creating and managing the MID, first as the editing chief and later as the Production Division Senior Intelligence Officer and senior reviewer.

The MID was our first product that asked the commands and service intelligence centers to be full participants along with DIA. Back then, the defense intelligence community was a community in name only. Our new publication sparked huge analytic battles and turf wars.

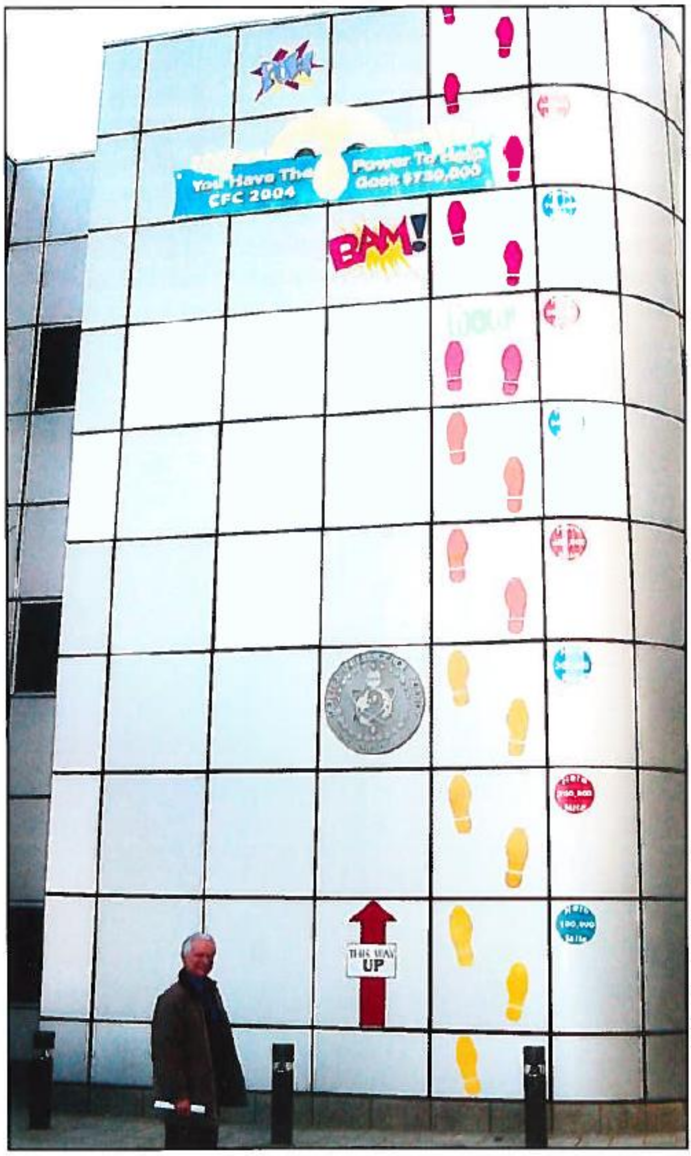


Photo provided by Charlie P. Murphy, DI

As communications chair for the Combined Federal Campaign, Murphy oversaw several creative marketing campaigns, including one in 2004 that featured footprints "climbing" the J-link with every fundraising milestone.

Many of the MID's problems were at the analyst level, so we needed a way to talk with analysts and, most importantly, listen to them. We had to be MID ambassadors. For that MID Staff Chief Eric Dahlstrom and I developed a Joint Military Intelligence Training Center class, Writing for the Military Intelligence Digest. Teaching the class enabled us to travel and meet regularly with groups of analysts across the defense intelligence community. For most of the 1990s and until 2002, we taught the class 10 times a year — four times at the DIAC and six times on the road at commands and centers. Analysts appreciated that the instructors were also hands-on publishers of the product. Slowly, collaboration increased and resistance to the MID turned to support. We also started Editors' Awards for Writing Excellence to recognize analysts who wrote superior, customer-oriented articles.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

When Ambassador John Negroponte was named the first DNI in 2005, he immediately made the PDB a DNI product, and DIA and other community agencies full partners in it along with CIA. DIA, which abandoned the MID in 2002, has re-created the ideas behind it in the Defense Intelligence Digest. These changes have given our analysts their best opportunities ever to communicate directly with the president and other senior policymakers.

Do you have any final words of wisdom you would like to share before you part from DIA?

I enlisted in the Army in 1966. When I left the service in 1971, our military forces were pulling out of Southeast Asia, morale was low, support for the Vietnam War was flagging, and veterans were not welcomed home. I understood the dilemmas that ensnared our policy in Southeast Asia. Our motives were not always noble, and the leaders we supported often were corrupt. I had also fought alongside many Vietnamese who opposed not only communist tyranny in the North, but corruption in their own government and military, as well. Their war was not over, and my belief that the South could prevail and build a government worthy of its people drew me back to Vietnam as a civilian.

This doesn't qualify as wisdom, but I hope the motives behind my Vietnam experience ring true with those of you who have served in Afghanistan and Iraq, countries where our government now is trying to find an exit. I salute you for your service and am optimistic that we will find a path of withdrawal that protects Afghans and Iraqis and honors the sacrifices of American and international forces.

September 11th

9/11 Literary Commemoration

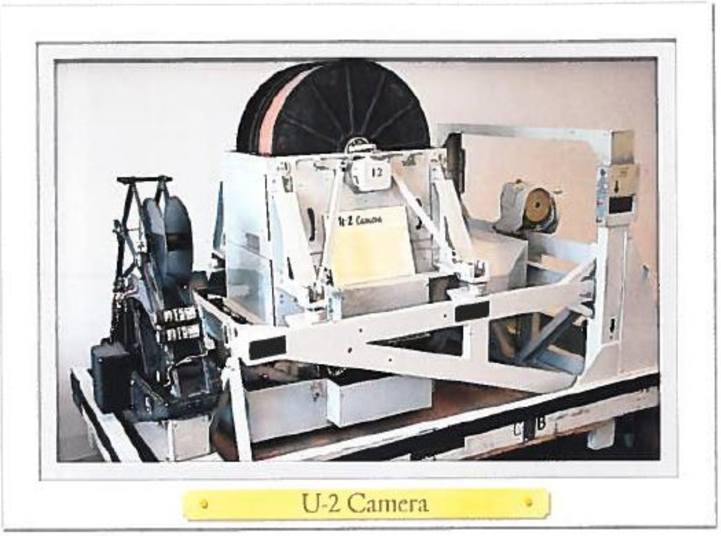
On the 10th anniversary of Sept. 11, 2001, the DIA Office for Congressional and Public Affairs (CP) will be honoring the sacrifices, work and dedication of DIA employees during the decade since 9/11. CP is asking DIA employees to submit creative writing pieces that discuss, depict or describe their memory of 9/11, the effect of the 9/11 attacks, or the long-term impact of 9/11 on themselves, their family or their work. Entries will be considered for inclusion in a DIA internal publication, such as the InterComm and Communiqué.

Writing submissions can be in any creative format (poetry, short story or essay).

Entries should be unclassified and no more than 800 words in length. The deadline for submission is July 15, 2011. For submission guidelines, contact Christina Cawley at christina.cawley@dodiis.ic.gov.

SITES *of* DIA

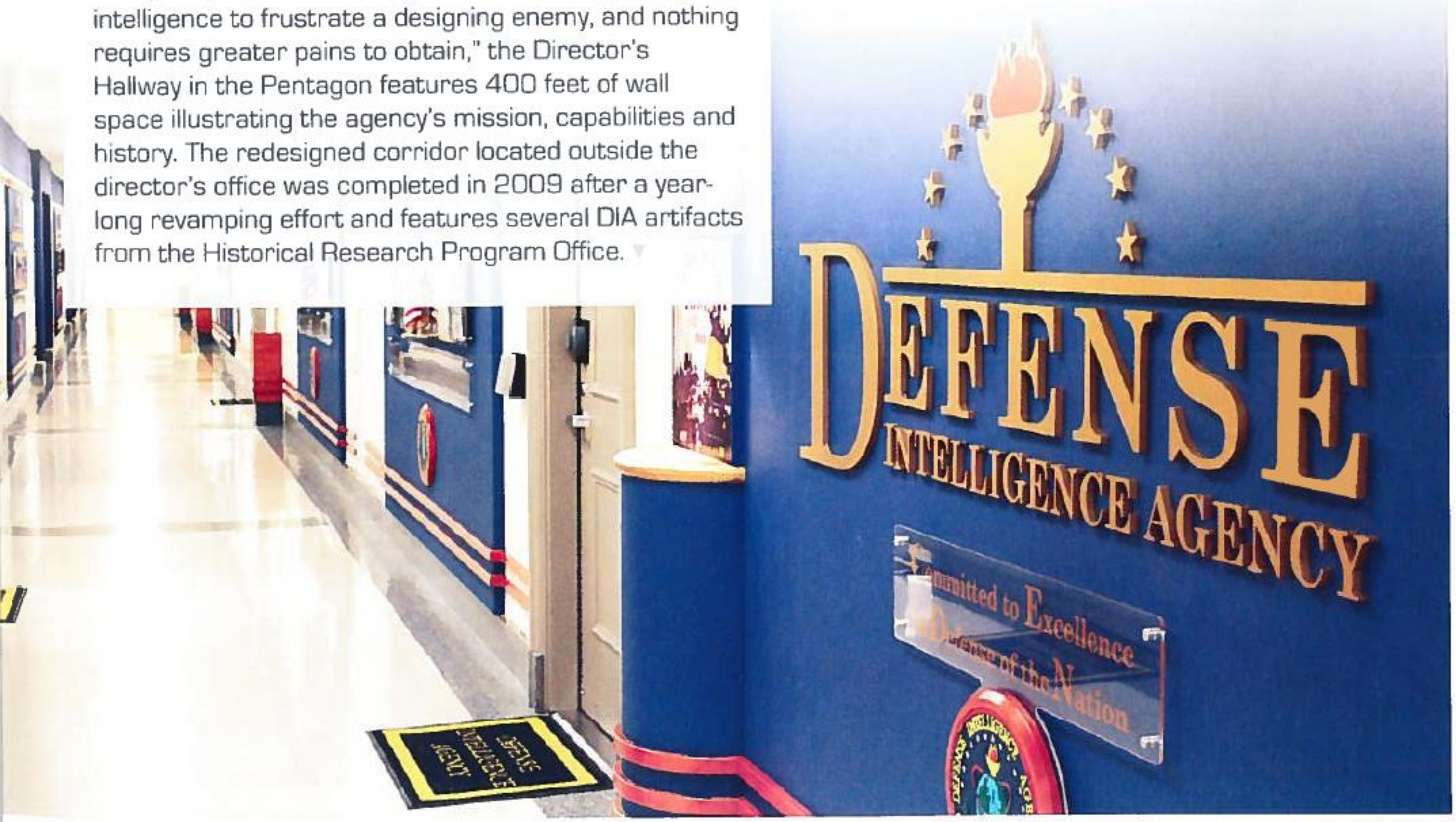
Have you ever walked by something in the building and wondered what it was and where it came from? In celebration of DIA's 50th anniversary, the Communiqué and History Office staff will highlight a few of the many sites of DIA. If you have one to add to our list — whether at the DIAC or elsewhere — contact Margan Kerwin at (202) 231-0814.


U-2 Camera

To keep tabs on the Soviet Union during the Cold War, America built the U-2, a reconnaissance aircraft capable of reaching altitudes of more than 70,000 feet, for flyover missions. By 1962 DIA analysts were working with U-2 imagery, which played an important role in the Cuban Missile Crisis when U-2 photo coverage helped the agency determine the nature and extent of the threat posed by the Soviet weapons in Cuba. DIA began processing U-2 imagery in 1978 after building one of the largest processing labs in the world. By 1981 DIA was processing approximately 1 million feet of film per year, and three years later this total increased to approximately 10 million feet of film. In 1984 DIA won the National Intelligence Unit Citation for processing imagery derived from 500 U-2 missions over a six-year period.

The Director's Hallway in the Pentagon

Adorned at the outset with the George Washington quote, "There is nothing more necessary than good intelligence to frustrate a designing enemy, and nothing requires greater pains to obtain," the Director's Hallway in the Pentagon features 400 feet of wall space illustrating the agency's mission, capabilities and history. The redesigned corridor located outside the director's office was completed in 2009 after a year-long revamping effort and features several DIA artifacts from the Historical Research Program Office.



I spy with my little eye something ... presidential.

For this year's Take Your Child to Work Day April 28, Washington Nationals' mascots George Washington and Abraham Lincoln raced all the way from the ball park to the DIAC for a special appearance. The bottom picture has been altered. The differences are subtle; can you spot all 10 changes? The answers will run in the Aug. 22 InterComm.

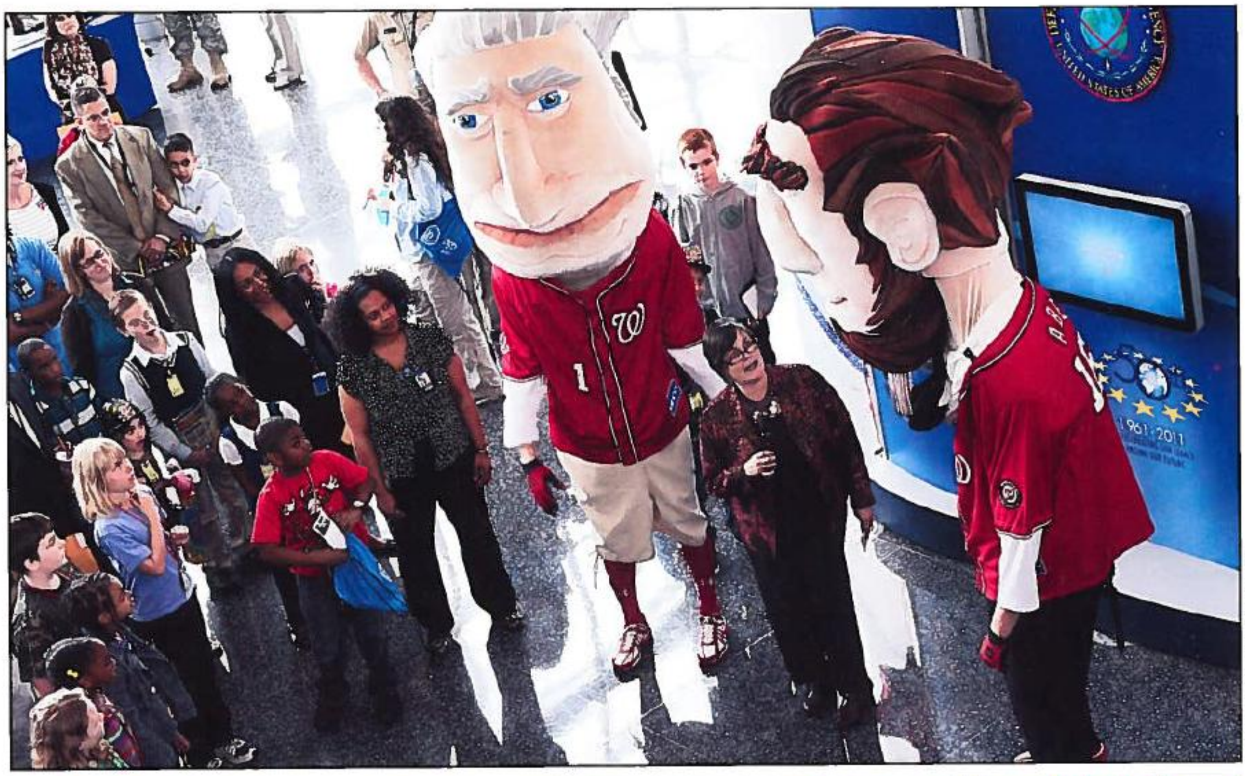
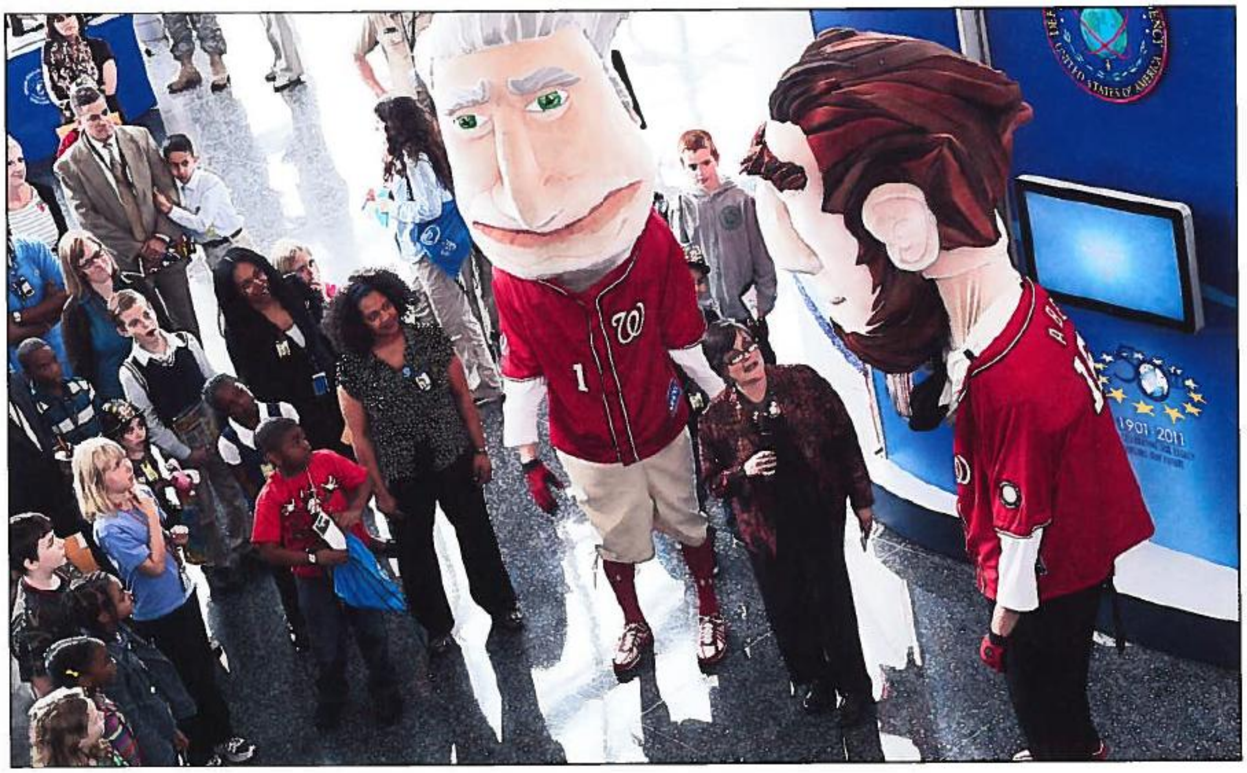


Photo by Paul A. Oberle, CS



on the HORIZON

events for AUGUST and SEPTEMBER 2011

AUGUST

National Inventor's Month

Aug. 1 Ramadan begins

Aug. 1 – 4 DIA Senior Representatives Conference, DIAC Conference Center, Side B

Aug. 3 National Preparedness Poster Contest winners announced

DIA Jeopardy

Aug. 3 DIA Jeopardy, Round 3, 1 p.m., DIAC Tighe Auditorium

Aug. 4 Coast Guard Day

Aug. 4 – 5 DIA Advisory Board Meeting

Aug. 10 Blood Drive, 9 a.m. – 1 p.m., DIAC Conference Center

Aug. 10 Defense Attaché System Hall of Fame Induction, 10 a.m., Tighe Auditorium

Aug. 17 DIA Final Jeopardy, 1 p.m., DIAC Tighe Auditorium

Aug. 17 Fort Meade ribbon cutting ceremony, 11 a.m.

Aug. 25 Pre-deployment Family Support Briefing, 6 p.m., DIAC Conference Center, Side A

Aug. 26 Women's Equality Day

Aug. 26 DIA Picnic, 10:45 a.m. – 4:30 p.m., Giesboro Park

SEPTEMBER

Sept. 5 Labor Day

Sept. 9 Ceremony for the 10th Anniversary of Sept. 11, 9:30 a.m., DIAC

Sept. 11 Patriot Day

Sept. 15 National Hispanic Heritage Month begins

Sept. 16 2011 Galileo Awards competition deadline

Sept. 16 POW/ MIA Day

Sept. 16 Air Force Birthday Celebration, 10:30 – 11 a.m., Tighe Auditorium,

Sept. 17 Constitution Day

Sept. 18 Air Force Birthday

Sept. 19 Quantico's Russell-Knox Building grand opening, 10 a.m. – noon

Sept. 19 Talk Like a Pirate Day

Sept. 23 First Day of Fall

Sept. 24 DIA Game Day at Nationals Stadium

Sept. 28 Rosh Hashanah begins at sundown

50th
1961 2011
CELEBRATING OUR LEGACY
FORGING OUR FUTURE

Sept. 29 DIA 50th Anniversary Keynote Address, 1 p.m., DIAC Expansion Missile Lobby

Sept. 30 DIA 50th Anniversary Tree Planting and Time Capsule Dedication, 10:30 a.m.

Sept. 30 DIA Homecoming 2011

For further information or updates concerning these events, please refer to the Internal Communications website.

InterCOMM
News for the DIA Community

Daily

The InterComm newsletter and the Internal Communications page are merging to form one site for all your DIA news, updated daily.

Preview coming in late July. New site launches in early August.

1961 2011
CELEBRATING OUR LEGACY
FORGING OUR FUTURE

DIA protects the environment while protecting the nation.
This product is printed on recycled paper.